This is a digital copy of a book that was preserved for generations on library shelves before it was carefully scanned by Google as part of a project to make the world's books discoverable online.

It has survived long enough for the copyright to expire and the book to enter the public domain. A public domain book is one that was never subject to copyright or whose legal copyright term has expired. Whether a book is in the public domain may vary country to country. Public domain books are our gateways to the past, representing a wealth of history, culture and knowledge that's often difficult to discover.

Marks, notations and other marginalia present in the original volume will appear in this file - a reminder of this book's long journey from the publisher to a library and finally to you.

Usage guidelines

Google is proud to partner with libraries to digitize public domain materials and make them widely accessible. Public domain books belong to the public and we are merely their custodians. Nevertheless, this work is expensive, so in order to keep providing this resource, we have taken steps to prevent abuse by commercial parties, including placing technical restrictions on automated querying.

We also ask that you:

+ *Make non-commercial use of the files* We designed Google Book Search for use by individuals, and we request that you use these files for personal, non-commercial purposes.

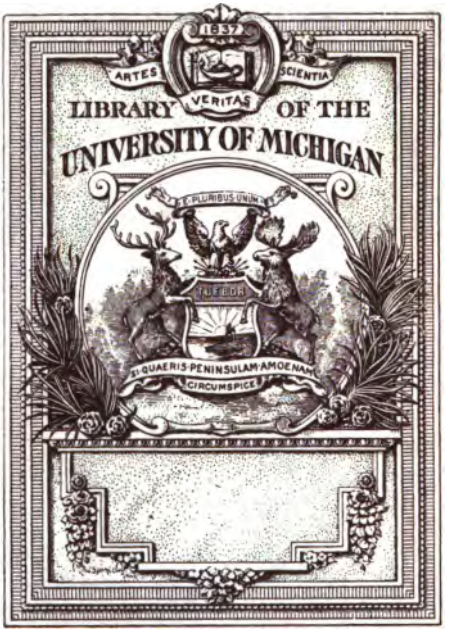
+ *Refrain from automated querying* Do not send automated queries of any sort to Google's system: If you are conducting research on machine translation, optical character recognition or other areas where access to a large amount of text is helpful, please contact us. We encourage the use of public domain materials for these purposes and may be able to help.

+ *Maintain attribution* The Google "watermark" you see on each file is essential for informing people about this project and helping them find additional materials through Google Book Search. Please do not remove it.

+ *Keep it legal* Whatever your use, remember that you are responsible for ensuring that what you are doing is legal. Do not assume that just because we believe a book is in the public domain for users in the United States, that the work is also in the public domain for users in other countries. Whether a book is still in copyright varies from country to country, and we can't offer guidance on whether any specific use of any specific book is allowed. Please do not assume that a book's appearance in Google Book Search means it can be used in any manner anywhere in the world. Copyright infringement liability can be quite severe.

About Google Book Search

Google's mission is to organize the world's information and to make it universally accessible and useful. Google Book Search helps readers discover the world's books while helping authors and publishers reach new audiences. You can search through the full text of this book on the web at `http://books.google.com/`


1837
ARTES
VERITAS
SCIENTIA
LIBRARY OF THE
UNIVERSITY OF MICHIGAN
E PLURIBUS UNUM
SI QUAERIS PENINSULAM AMOENAM
CIRCUMSPICE

HF
5438
.C791

The Principles of Salesmanship, Deportment and System

A Text-Book for
Department Store Service

Designed as a manual for use in the class room, for home study, and for reference

By
WILLIAM AMELIUS CORBION
Originally instructor in Salesmanship, Service and Conduct in the John Wanamaker Store; also in Strawbridge and Clothier's, Gimbel Brothers' and other stores

PHILADELPHIA
GEORGE W. JACOBS & COMPANY
PUBLISHERS

Copyright, 1906, by
WILLIAM AMELIUS CORBION

Copyright, 1907, by
GEORGE W. JACOBS & COMPANY
Published November, 1907

All rights reserved
Printed in U. S. A.

©24 Mo 0864,S.

PREFACE

When a regular course of instruction in department store routine for salespeople was first promulgated by one of the leading houses of the country, which the writer then had the honor to represent, there fell to his lot to devise and execute some systematic plan of procedure.

As seems inevitable in every innovation, there were encountered certain physical obstacles; such as the conditions of circumstance, time and place of meetings, and the prejudice and insensibility of those whose help and interest had yet to be enlisted. However, the helpful encouragement of a tactful and courteous management gave renewed impetus to his efforts, and the new school of salesmanship, service and conduct expanded with well-merited progress.

The need of a printed text was now most urgent. With nothing tangible written upon the subject of department store service the author found it a task more difficult than he had at first supposed to correlate the miscellaneous matter crowding his attention; but with patient application, and an in-

174803

dustry born of the pioneer spirit, his research led him to themes of an abiding interest.

Many novel cases of actual experience presented themselves for purposes of illustration; new elements in selling were evolved; broader methods of service developed; a multiplication of modern ideas in routine followed and the established principles of Salesmanship, Deportment and System became a reality.

These he now offers in the present book whose object is, in brief:

1. To classify the principles of department store routine for salespeople.
2. To show that salesmanship is both a science and an art, the practice of which makes for better service and more sales.
3. To elevate salesmanship to the dignity of a profession; thereby encouraging a higher order of intelligence, expediency and greater compensation.
4. To sell goods through the power of a rigid system of stock knowledge, and the application of right principles in service and conduct, without which merchandise lies in stock both unnoticed and unsold.
5. To contribute to the salesperson's skill and value

(*a*) By presenting a critical view of the salesforce and correcting store deportment.

(*b*) By stimulating to effort certain traits of character requisite in business.

(*c*) By training in accurate methods; eliminating many sources of error and thereby increasing goodwill and trade.

That a knowledge of these fundamental principles demanded by the contingencies of modern storekeeping may be best realized, representative stores throughout the country have now established, or are about to establish, schools or instruction rooms which are conducted on a basis more or less efficient.

Many of these schools—yet in their incipiency—have not gone beyond the point of teaching System and Sales-check writing; leaving out of their course of study the valuable branches of Deportment and Salesmanship, the *real* foundations of good service as a preliminary in the achievement of trade.

The principal reason for this important omission from the *curriculum* of the present department store school, lies in the need of proper guidance for, and support of, the instructor. A teacher may impart some knowledge of certain branches of learning by blackboard demonstration and verbal instruction, but the progress of

his class will be uncertain without a text-book in the hands of his pupils.

In order to meet this demand, and to facilitate instruction in *all* the phases of department store routine, the author has prepared this text-book, which aims to cover the entire subject. It may be used either for private study or in the class-room, and in the latter case is designed as a practical guide for the instructor and as a help for the study of the salesperson. It will constitute a handbook for reference when it is finished in the class-room.

This book is the fruit of several years' experience "upon the floor" and in the instruction room. It is offered to an interested community, the prototypes of which are the prudent department store instructors, the hundreds of thousands of earnest salespeople, and the progressive managements throughout the land.

That, in some respects, it will meet with both approval and disapproval is confidently expected. In this first text-book on an old subject the author has expressed much new thought. For this he invites a faithful examination, an impartial judgment, and, with due acknowledgment, any helpful criticism or suggestion for future editions.

He has written out of the depths of an earnest conviction and with a sincere desire to advance the cause of both store service and its exponents. With a belief that he has contributed toward this end, he submits the results of his efforts.

W. A. C.

CONTENTS

	SUGGESTIONS TO THE INSTRUCTOR	11
I.	INTRODUCTORY	13
II.	ATTENTION TO BUSINESS—DEPORTMENT	23
III.	THE RELATION OF CHARACTER TO SALESMANSHIP	53
IV.	SERVICE AND CONDUCT	84
V.	THE KNOWLEDGE AND CARE OF STOCK	119
VI.	SUGGESTIVE SALESMANSHIP	143
VII.	THE PSYCHOLOGY OF SALESMANSHIP	175
VIII.	BLUNDERS	224
IX.	SYSTEM—SALESBOOKS AND SCHEDULES	242
X.	SYSTEM—METHODS	284
	INDEX	361

Suggestions to the Instructor

CARE having been given to classification, the assignment of topics for study and recitation is recommended.

All Rules and Laws should be learned verbatim.

The Cases and Illustrations, printed in indented form, are, of course, to be *especially* studied, but need not be recited. The ideas expressed in the cases may be drawn out by questions. The more ambitious students, however, may be encouraged to recite similar cases coming under their observation. This will stir up an interest and possibly a discussion which, if kept within bounds, will be very profitable. A discussion must not be allowed to dwindle into a wrangle, or to monopolize too much of the time intended for recitation.

The best hour for the school session is from 8:30 sharp to 9:30 A. M. The assigned lesson should be covered at each respective period.

Small classes (from twenty to thirty) are to be preferred, as the individual may thus best be reached. As this is not always feasible, a larger

number, even up to five hundred, may be instructed at one time. The lesson, in this event, should partake of the nature of a lecture of thirty minutes' duration; the teacher may then ask questions the next fifteen minutes and answer them the last fifteen minutes. A class roll should be used from which to select the names of those whom it is desired to have answer questions.

CHAPTER I

INTRODUCTORY

In writing this book the author has had constantly before his mental vision the following dominant idea, upon the proper interpretation of which true success in modern storekeeping is based; namely,

> "Business is founded on service; *good* business on *good service;* the BEST business on the BEST SERVICE."

This general term, Service, comprehends a series of particulars that may be characterized as follows:

1. Wisdom in Buying.
2. Liberality in Selling.
3. Reliability of Merchandise.
4. Intelligent and Courteous Methods.
5. A Regard for the Ethics of Trade.
6. High but Practical Ideals of Business.
7. An Original, Progressive Individuality that makes for Leadership

An ideal presentation, to be sure, but this aim

has established a criterion that has made itself felt by certain managements throughout the country. It was one such in which the writer fortunately obtained some preliminary training.

Broad, liberal service, then, is the moving principle of the modern progressive store. But for every such leader in the higher ideals, there are followers of two kinds: those who emulate, a worthy motive, the spirit of which builds upon its own integrity; and those who imitate, an unworthy trait, sure to falter because of the instability of its purpose.

It is not a difficult matter to copy the form of a thing, but that which we call its soul is too subtle, too elusive to grasp. Herein lies the difference between the original and the counterfeit; the one contains the substance, the other is merely the shell. The business policy in the one case is founded upon reality and sincerity; in the other, upon illusion and subterfuge.

> *Mahin's Magazine* says: "A proprietor may be totally unacquainted with that intangible but potent thing, the spirit of his business. He is not likely to see it as it impresses outsiders, or he may realize that it is wrong and feel helpless to change it. Every outward expression of a business is a

reflection of something within, and an institution must get right with itself before it can hope to get right with the world."

The public mind is quick to see and appreciate real service by a management the character, temperament and disposition of which is reflected in its methods, and by its salesforce. A wise and enlightened management will seek to weld its employees into a fraternity of interested workers, the whole of whose endeavors will be centred upon raising the standard of the store's service to the community.

A salesforce that is subjected to petty nagging, unreasonable faultfinding, and the arousing of a spirit of resentment, is only a reflex of an insensibly vicious policy. Kindness, sympathetic helpfulness, and just appreciation, are factors in a management that make for the highest degree of discipline and efficiency. A house that imposes fines and sub-slips upon the slightest provocation, or error, without first properly training its "help," or where fault is not clearly established, will surely reap the rewards of its own foolish iniquity. A fountain cannot rise higher than its source; neither will the ideas of probity, faithfulness, or deportment of the employee rise higher

than the code of ethics of the house he represents.

As President Roosevelt says:

> "This nation never stood in greater need than now of having among its leaders men of lofty ideals which they try to live up to and not merely talk of. We need men with these ideals in public life, and we need them just as much in business."

So much for ideal management. The task, however, which we have set ourselves to consider, is that which falls to the other factor in the prosecution of the business of retail merchandising, that is, the salesforce, upon whose efforts depend the maintenance of the high standard of the management.

Dr. E. O. Lyte, before the Bucks County Pennsylvania Teachers' Institute, declared:

> "The tests of an educated man are the following essentials: Knowledge of faith, clear thinking, accuracy of expression, self-control, power of initiative, good conduct, and good manners."

These are traits of character not beyond any rational mind to acquire, and in their training for salesmanship, we discuss and apply them in the

following chapters. It is clearly man's duty to appreciate his place, his work, his responsibilities and relationships in life, and constantly seek to improve them.

The earnest man is happy in being interested in his daily affairs. Domestic worries and personal trifles vanish in the midst of the strenuous duties that engross a busy man. If we look to those who have made a success of their opportunities, we will find they have been, during the hours of business, busy every second of the minute, every minute of the hour, every hour of the day, conveying not only an expression of contentment in having fulfilled their obligations, but impressing us with a sense of authority and respect.

So far as the salesman's business is concerned, his vision should be broad enough to see a continuous patronage flowing from each customer. At every point of contact, the good favor of the patron must be won. We must never lose sight of the fact that the vital principle of our whole commercial existence depends solely upon the good graces of the buying community. Assuming, then, that a house is distinguished for its straightforward and equitable methods, it depends upon the salesperson, in his individual capacity,

to measure up to right standards of intelligence and dignity.

A great merchant once said, in addressing his salesforce, "It is you, my salespeople, who have in your power the making or unmaking of my business." He was right. The salesforce stands as a constant advertisement for good or bad in the representation of a business. With a thousand strong, clear-headed, well-meaning salespersons, with a daily contact of fifty customers each, we have the aggregate of fifty thousand good impressions; a powerful and far-reaching force in creating a favorable local sentiment, which, if diverted into wrong channels, would demoralize any business.

The New York Evening Journal, under caption, "The Big Stores Are Training Schools," says:

> "The employee of the big store has the best possible chance to qualify himself for success, because success, at least in a commercial sense, is based upon a knowledge of human beings and the means of pleasing them.
>
> "Of course the careless employee, forever criticising conditions and mistaking a lack of ambition for a sign of genius, may learn nothing in his employment. Thousands of men and women ask questions that tax your

patience and give you the chance to study their strength and weakness. You will learn not to be impatient because a customer happens to lack courtesy; you will be interested to control that customer through politeness, as a driver, through skill, controls a restive horse. If at the end of a week's work you can say, I have lost my temper with none, I have worked as though for myself, you can be sure you are on the way to success.

"The man or woman who cannot succeed as an employee will succeed less as an employer. The man who has not ambition enough by hard work and faithful service to lift himself out of a small position would not know how to fill a big position if he got it. . . . Your efforts test the good worker and stamp the bad one. Reputations and opportunities may be gained or lost, and you are the real sufferer if you neglect the interest confided to you."

The functions of the executive and routine forces of every business are identical. As the Reading Railway's president puts it to the employees of that road:

"Try to get a clear understanding as to the relation we all bear to one another; that we are a common guild, working together for a common purpose, and that from the highest servant down, there is no other de-

> sire than that of helping each other to do the work well which is committed to each, to make each as comfortable and prosperous as it is possible to do. Above all, let us bear in mind the fact that promotion and higher rewards never come to the dissatisfied, the indifferent, the intemperate, the fomenters of strife and the chronic fault-finders."

We note also the expression of an almost universal desire for intelligent, expeditious service among such enterprises as directly depend upon the public good-will. This is evidenced by the following institutions:

The Bell Telephone Company's schools for instructing operators.

The Pennsylvania Railroad in equipping the manual training department of the Altoona, Pa., high school, in order that its graduates may be fitted for higher positions with the company.

The National Cash Register Company's schools, also those of the numerous typewriter manufactures, for teaching salesmanship, system, and mechanism relating to their respective interests.

The John Wanamaker Commercial Institute, founded ten years ago and sustaining, at the store's expense, day and night sessions representing junior, senior and girls' branches. These

"working-pupils" receive scholastic and commercial training, fitting them for better service in the merchandise and executive departments of the house.

The school of the Thomson-Houston (General Electric) Company at West Lynn, Mass., for training apprentices in the technical processes, and the ways and means of conducting their work in a businesslike manner.

The examples here enumerated are chiefly those of private enterprises. The wisdom of special training has also been applied to municipal affairs as represented by the training school just established for the Philadelphia police recruits. The city plan of streets, places of local interest, problems of criminology, aid to the injured, and the general conception and requirements of police duties are taught.

The recognition of the need for expert agents, to represent them against the competing firms of Germany and England, has stirred the National Manufacturers' Association to provide scholarships in the technical departments of our own universities. Schools for instruction in the principles and methods of commerce and industry are subsidized by the German government and are also privately supported by commercial and

manufacturing bodies in both England and Germany.

In our own country a wave of educational interest has struck the department stores; the managements of which have arisen to a recognition of the need of serious attention to the cultivation of the personal element in business.

That a right appreciation of the relation which should exist between the salesforces of the department stores and the buying public may be better understood and fostered, we have undertaken to discuss, in the following pages, the principles of Salesmanship, Deportment, and System.

The author has written for that imposing multitude of devoted men and women engaged in representing the great retail business interests of the country, and he deems it a privilege to champion a cause so worthy as the science and art of retail salesmanship.

To this subject he invites the careful study and earnest support of all progressive salesmen and saleswomen who desire to raise their calling to a higher standard, and to place it where it rightly belongs, upon the basis and dignity of a profession.

CHAPTER II

ATTENTION TO BUSINESS—DEPORTMENT

WHILE this chapter, dealing with the subject of deportment, is in its nature personal; it is not the individual who is discussed, but the principles of deportment and their relation to salesmanship.

The topics touched upon are made vital by the efficiency of instruction rather than by a simple and direct expression of rules. What the new and inexperienced salesperson too often looks upon as a process of coercion—a cold and repellent rule—is, by a declaration of reasons therefore, made to be seen as a preservative and necessary measure.

The aim is to bring home to the novice who sells merchandise at the counter, a clearer conception of the results of his demeanor in the representation of his house toward the buying public. In doing this, we shall make some adverse criticisms, draw comparisons and cite derogatory

cases from practical experience, not as a reproach to the untrained, but as object lessons for their guidance.

The first thing that a salesperson is required to learn is the habit of attention to business. No rational man or woman in store life repudiates the need for instant and persevering service to the patron. Every earnest salesperson admits the obligation of his agreement to devote his whole time and best thought to this important duty to the exclusion of all personal matters. This need is most urgent under the present existing shorter hours of business.

There was a time, not far remote, when the store clerk labored at his post of duty twelve hours daily. Now, except in some of the smaller stores, nine hours is the average working day. We cannot crowd the energy or time of our former twelve hours into our present nine; but we can reasonably expect that the shorter hours of our engagement in business should be devoted exclusively to business.

The sagacious salesperson guards this trust in the realization that his own interests are involved in those of the business he represents. He who fails to appreciate this fact meets with the results of his own folly. The making or unmaking of

our career depends upon our own volition and conduct—it is a question of cause and effect.

As a matter of interest and value to the newer and less experienced salespeople, we shall consider some topics that bear most directly upon the subject of Deportment.

1. **Grouping.**—Quite common in most stores is the habit of some salespeople standing in groups of two or more, discussing personal affairs; or possibly an insignificant matter of business, often to the exclusion of a service so essentially more important—the waiting upon a customer at the counter. Group forming is reprehensible.

Visitors come and go with only a passing interest in the things on sale; because that throbbing, vital personality that should stand as the living exponent of the merchandise becomes, for the time, a nonentity, in consequence of which the goods lie quietly by and the atmosphere of business at the counter remains dead and uninteresting. When the salesperson learns to realize, as an active, keen management does, that group forming is positively offensive to the disposition of a well-regulated business, his discernment and discretion will guard against it. Grouping is bad

in principle and bad in taste. It conveys the often erroneous impression that a house is represented by a simpering, vacillating class of salespeople. This idea does violence to the reputation of the well-disposed and businesslike element. The contingencies of business do not require grouping and it cannot be justified.

Case.—Three saleswomen stood at one end of the counter, and a lone customer at the other. The aisle manager directed that she be served, and was informed she had been, and was waiting for change. This reason for apparent neglect of trade, was insufficient: (1) Because the grouping of the salespeople gave the wrong impression that a customer stood by unserved. (2) Because it reflected upon their bearing. (3) Because it involved the aisle manager whose business it is to inculcate ideas of correct deportment. (4) Because it left the customer with the possible impression that the house, securing her money, had no further interest in her. Good business instincts would have impelled the salesperson to remain with her customer until the transaction was closed, and the package and change handed over with a polite, "Thank you." If there were other customers to be served, a sincerely polite salesperson, before leaving the customer in hand, would ask to be excused, adding, "I

will watch for your package and bring it to you," and, of course, suit her action to her word.

2. **Entertaining Visitors.**—Business and social functions are radically distinct and each one requires its own time and place. One is not expected to carry the affairs of trade into the home circle, so also social matters should be rigorously excluded from business hours. The reason is obvious, and the experienced salesperson keeps apart from business his or her personal affairs.

Indifference in this respect not only merits censure, but invites more serious troubles. The indiscriminate entertainment of friends not only makes an unbusinesslike impression upon the public mind, but results in the loss of prestige and business, the seriousness of which is seen in the following.

Case.—In the bric-à-brac department, a customer was patiently waiting to be served. Not many feet away stood a saleswoman, whose whole attention and interest were given to the entertainment of two friends, both laughing and chatting; not one of the three seemed aware of the presence of the customer. She was a woman of delicate manner, disinclined to obtrude, yet anxious

personal matter, more or less trivial and totally irrelevant to his business interests.

The insidious reading of papers or books, the writing of communications not concerning business, the illegitimate dissipation of time or the wilful neglect of business, are commercial sins almost beyond pardon.

Should trade be temporarily dull, a salesperson of thrift finds such useful and necessary things to do as arranging and dusting his merchandise. He takes a constant interest in his counter and displays. Among the many cases of attention to personal affairs to the exclusion of business, we cite the following as one of interest and value:

Case.—The saleswoman at the extreme end of an aisle display of sewing machines was leaning against one with arms akimbo and head down in an apparent reverie. At the other end a man and woman, manifestly bride and groom, had been walking about and were now examining a machine, when an aisle manager aroused the saleswoman and directed her to attend to the visitors. As he left, she started toward them, but was interrupted on her way by an assistant buyer, to whom she should have excused herself, to wait upon the trade. Their conversation

ended, the saleswoman again started toward the customers only to see them disappear around the elevators near by. An hour later, the same customers returned to the sewing machines and still found no one to serve them. As the aisle manager again came along, he recognized and approached them. The man said, "We were here before, but could find no one to wait upon us—we are on our way out, having bought furniture for our new home." The aisle manager apologized for the apparent neglect and seeking the saleswoman found her fifty feet away in personal conversation with an inspectress. A regular department salesman was then called and a machine sold to be delivered with the furniture. Two weeks later the order was duplicated by the customer, and a machine shipped to his brother.

4. **Floor Permits.**—Requests for leaving the counter or section during business hours should be made to the aisle manager, who is responsible for the immediate and thorough attention to the trade in, and management of, his section and of whom a Floor Permit should be secured.

Should the salesperson leave without such arrangement, he exceeds his privilege, compromises his aisle manager, subverts the best in-

terests of his house, and invites censure upon himself.

No salesperson, with a proper regard for system and orderly regulation, would assume such license, since he cannot know the conditions surrounding his section. There may be, at the time, an allotted number out; or the centre of trade may so shift that a temporary transfer of salespeople is made necessary, when the aisle manager expects to find each at his post of duty. A Floor Permit is usually restricted as to time, which should not be abused. In cases of shopping, the hours should be before 10 A. M. or after 4 P. M. A misuse of floor privilege may end in no privilege. Some one else may be waiting for the opportunity that an excused salesperson enjoys but does not appreciate. Since a salesperson's salary depends somewhat upon the figures of his sales-book, it seems that only a spirit of improvidence, or worse, would actuate one to indifference or neglect of his business by protracted absence. Missed sales represent a loss of profit to the salesperson, whether on a commission, or on a salary basis, and reflect discredit upon his or her selling ability. So one must guard against idle absence from his section and never leave without permission.

Case.—A customer inquired for a certain salesman who was not then in his department. The aisle manager asked if he could serve her. She thanked him, saying she would wait for Mr. ———. She was offered a chair and a messenger was sent to find the missing salesman. After twenty minutes' wait the aisle manager again proffered his services, when she again expressed an earnest desire to see the salesman personally. She was then directed to leave a message; or, if she had other shopping to do, to return later. She acted upon the latter suggestion and returned in half an hour only to find the salesman not yet returned. Waiting ten minutes more, she finally conceded the statement that a friend suggested that she see Mr. ——— about furnishing her home with lace curtains, but that she could not wait any longer. Another salesman was called and fourteen pairs of lace curtains were sold amounting to one hundred and eighty dollars.

The missing salesman, in the height of his season, had left the department without warrant to do some shopping.

5. Loitering.—Sometimes the newer salespeople saunter arm in arm through other sections in going to or from their own. This may happen in the morning when dusting the stocks and arranging the displays for store opening is impera-

tive. Loitering at the opening hour is a serious breach of duty and will not be passed by unnoticed by an enterprising and efficient management.

From eleven to two o'clock, during the lunch periods, it is indispensable for salespeople to leave and return to their counters within the prescribed limits of time. The economic principles of business would not permit a constant overflow of salespeople—hence, the lunch period is necessarily a weak time of the day in regard to "help." There are usually more shoppers and always less salespeople to serve them. Salespeople owe it to each other to realize that those left behind sometimes work under extra pressure, and lunch reliefs should be made promptly; the time being gauged from the moment of leaving and returning to the *counter*. The conscientious observe this rule to the letter—others are required to be made to do so.

Loitering should also be guarded against at the closing hour. So long as the doors are open and shoppers present, sauntering is out of order.

Case.—An aisle manager asked an employee, apparently loitering in his section, if she had a floor permit or shopping pass. She replied, "No," and when he requested

her not to linger at the counter she observed with some spirit, "This is my lunch hour, sir!"

At another time, as an extenuation for her assumed prerogative for loitering, a young lady remarked to this same aisle manager, "I am from the 'accounts.'"

Such excuses are insufficient and do not justify the unbusinesslike impression that the loitering of employees makes upon the public mind.

6. Attitudes.—As we would carefully avoid incongruous postures before the guests of our homes, so should we be equally particular in the presence of our store's guests. For a saleswoman to crouch in partial concealment behind the counter in the act of combing her hair; or for a salesman to place his foot upon the inside edge of his counter in order to shine his shoe with a cloth, are actions that are not elegant, to say the least. We may not consciously analyze every physical movement of those with whom we come into contact, but that their carriage has an influence that either attracts or repels us none can deny. An unbecoming, slouchy attitude will be censured by the observer; while an orderly and reposeful position will be approved.

While waiting upon the trade, the salesman

who recognizes this principle will, by his bearing, secure better attention. As securing the customer's interest by making good impressions is a factor in salesmanship, we should never loll, sit, hang, or lean upon a counter or case while waiting upon a customer. Let us be particular that our attitudes are becoming and businesslike.

Out of a great number of illustrations at our command, we will spare room for just six, in which some familiar pictures may be recognized.

Case 1.—Selling from a counter of dress goods, the pieces of which were stacked nearly to his shoulder level, a salesman, standing in the aisle, leaned with right side against the counter, elbow propped up on the goods, right hand holding ear; while the right foot was drawn up behind the left knee which was bent. His extended left hand held the end of a piece of cloth about which he was talking to a customer.

The whole attitude expressed physical lassitude bordering on collapse.

Case 2.—Saleswoman seated behind counter, both forearms upright with hands supporting chin, and reading a book. Customer at end of counter examining goods.

Case 3.—An aisle counter of two parallel parts had a board laid across its centre from part to part on the second shelf about two

feet from the floor. Salesman had right foot on board, right elbow on knee, right hand under chin and left hand on hip while he was waiting upon two women.

Case 4.—About 5:20 P. M. saleswoman seated on chair behind counter changing shoes. Two other saleswomen were waiting upon three customers; while another customer stood by watching, and apparently waiting to be served by the saleswoman buttoning her shoe.

Case 5.—Near closing time, with one customer at the counter and others passing through the aisle, one salesman, in a stooping position, was brushing the clothing of another. The latter stood with head thrown back to one side, arms raised, eyes squinting, and lips pursed in the act of blowing away the dust rising toward his face.

Case 6.—Salesman sat with his left foot bent under him upon a roll of carpet, his free foot swinging, his right hand pointing with a yard stick to the figures in a carpet on the floor. He was conversing with two women customers standing by.

7. **Borrowing Appliances.**—All good workmen carry their own tools and keep them ready for use. Salespeople should profit by this example and not borrow pencils and scissors, yard sticks and tape measures, shoe-horns and

carbon-sheets, sleeve protectors and other appliances. It is unfair to compromise our sales-neighbor by asking the loan of those things which our own neglect or slothfulness has failed to supply.

By indifference in the care of supplies, not only are pencils and scissors lost, but salesbooks are mislaid, and by force of necessity, against his own wish and the injunction of his house, the salesperson is obliged to borrow a book to record the purchase of a waiting customer, frequently with a loss of credit for that sale. Let us keep well supplied with the things necessary in our business and then take good care of them.

8. Criticism of Customers.—If we conceive the idea that our store life should be on a par with our best home life, and that visitors to our store hold the same relation to its management (of which salespeople are the representatives) as our guests do to us in our own homes, we shall have attained much toward perfection in store deportment. That class of salespeople whose intelligence and culture enable them to appreciate this theory and interpret it by an enlightened service, secure the respect of their associates and the more substantial rewards of their management.

For a salesperson to comment upon the manner or dress of a customer, or to stare or laugh at some breach of etiquette or inopportune question, is so serious an offense against true courtesy as to deserve severe condemnation. For a salesperson to lose first patience, then temper, and to criticise the judgment or whim of a customer, or to oppose his will, either by implication or by direct statement, is so bad a breach of tact and good business sense, that only the most perfidious would be guilty. Let us guard against this unpleasant phase of store experience, which is sometimes thrust upon the attention of the management.

Case 1.—A customer complained to the aisle manager of not receiving staples to hang his porch screen. A group of salesmen near by not knowing that the staples were especially ordered at extra cost and paid for by the customer, indiscreetly commented thus: "Some people even want us to hang their screens," "Yes, and furnish gilt edge bonds with them." The customer overheard the comments and administered a stinging rebuke, while the aisle manager was under the necessity of appeasing the customer and apologizing for the affront.

Case 2.—A group of salespeople, going to the lunch room in an elevator, were dis-

cussing and mocking a woman with a cleft palate in the presence of customers among whom, unnoticed by these salespeople, was the unfortunate victim of their ill-treatment. She resented with just condemnation this act of extreme bad taste, to the great discomfort of its perpetrators.

9. **Chewing and Eating.**—No salesperson with proper self-respect will so far forget himself as to indulge in the eating of food or the chewing of gum at the counter. There are times and places when the " fitness of things " must be considered, and no particular management would tolerate on the part of its representatives while on duty, an indiscreet surrender to their appetites.

We may lay it down as a law that eating and chewing must never be done at the counters or during the hours of business.

We will cite the effect of one instance of eating while at the counter.

Case.—Quite near the intersection of two main aisles on the first floor, a saleswoman was crouched behind her counter eating an apple. An aisle manager approached from one direction, a woman customer from another, both making for the same objective point; he to see why no one was at the counter; she to inspect the shirt waists on

display. Alarmed at their approach, the young lady arose with her mouth so full of chewed apple that she could not answer the customer's question about a yoke. Delicacy forbade her to disgorge the apple, so gulping with a violent effort to swallow it, her crimson face turned scarlet. She afterward said: "You could have bought me for two cents; the rebuke I received was a lesson I shall never forget."

10. **Calling Cash.**—We hear in some stores a babel of voices, ranging from guttural to falsetto, yelling in all the degrees of pitch and force the nerve-racking word "cash." This is sometimes varied by the additional word *boy* or *girl*, with the emphasis on the added word. When the boy fails to respond at once, the frowning salesman often shouts the boy's name as though he was calling for a boatman across a river. This is all out of order and futile. Johnny will respond just as quickly if he has been trained to respect a peaceful call. It would be in better taste, after all, simply to call the cash child's number.

11. **Services of Cash Children and 'Phones.**—A little reflection will enable any one to understand that if the service of cash children or telephones was not restricted entirely to store busi-

ness, the supply of neither children nor 'phones could meet the increasing number of personal errands or 'phone calls.

The restraint on personal errands is extended even to the apparently small matter of getting a glass of water; which, without authority, may entail the store messenger's absence from his post of duty at a critical moment compromising an important matter of business.

A lack of restriction to store service would also impress the cash child's mind with ideas of business laxity, blunt his sense of duty and have a bad moral effect.

The limitation of 'phone use to house business serves the triple purpose of securing economy in the cost of calls; the saving of the store's time; and the maintaining of necessary discipline.

It need scarcely be added that in answering a 'phone for business, the salesperson should observe the same spirit of true courtesy and prompt, intelligent service as is shown in her own section in the presence of the customer.

In the following case (1) the object of the salesperson could have been gained by a proper course of action. In the next (2) we see the need of deftness in manipulating the mechanism, as well as patience, civility and those painstaking qualities

recognized as essential in good telephone service.

Case 1.—A salesperson wanting a certain medical lozenge sent a cash boy across to the corner drug store to purchase them. The aisle manager, of course, missed the boy, and was under the necessity of correcting an apparent lack of discipline in his section.

Case 2.—A salesperson, whenever possible, shirked the duty of answering the 'phone at her counter on the plea that she "hated to use the thing." Being alone, on one occasion, she was obliged to respond to its persistent ringing and did so with bad grace. The customer complained of the delay and the salesperson threw away the opportunity to duly apologize for the delay, but repeated her request to know what the customer wanted. The order was taken for a flag and pole to be sent C. O. D. "special" that night (preceding Decoration Day), but the salesperson hung up the receiver before she secured the customer's name and neglected also clearly to understand the street name. Not having the customer's telephone number, better directions could not be secured. The order, consequently, could not be filled. Here was a disappointed customer, business thrown away, and the service of the house discredited.

12. Personal Mail and Change of Address.—It is best to have no personal mail sent to the store. Posted in different places frequented by salespeople are lists of names representing unclaimed letters held by the Correspondence Bureau. Letters addressed to different people of like names have been opened by mistake, others (for both present and former employees) are received with illegible address or wrongly spelled names, and the store messenger service will try all departments, in and out of the building, having such name or similar name on their registry, often with futile efforts to locate the addressee. All such letters are returned to the post-office and, finally, sent to the dead-letter office.

Correspondence of a business nature is another matter, and should always be addressed in the name of the firm. The student is referred to House Correspondence, Chapter IV, Section 15 (*a*).

The rule concerning employees' addresses should be observed. It is imperative that all salespeople notify the management of any change of address while in the store's employ.

13. Care of Fixtures—Cleanliness of Section.—We are the wardens of our sections. The

fixtures and woodwork, valuable and attractive in construction and constantly exposed to view, require our care in their use. Wilfully to mar or damage them is criminal; to be careless of them is culpable.

When arranging displays or stock, precaution would suggest placing a sheet of paper where the foot falls, in order to avoid marring a polished surface. Placing tacks and nails, boring holes, screwing brackets, removing shelves, etc., should be done only by requisition. When a show-case is removed, its fixtures should go with it. A swinging door removed from a counter should be screwed to some other portion, preferably underneath, and never separated from it. All the parts of a fixture should be kept together.

The cleanliness of a section is an important matter. Every well-conducted store guards against the accumulation of rubbish. Neatness and order are imperative. Scraps of paper, twine, packing and all refuse are to be placed in receptacles. Salespeople may very materially lighten the labor of the porters by care in maintaining a clean and orderly appearance of their respective departments.

14. **Reporting Accidents.**—Accidents are in-

evitable; but all houses seek to protect the employee and the public against bodily harm Should an accident occur of which a salesperson is an eye-witness, he should notify his aisle manager at once. The name and address of the subject of the accident, together with the names and addresses of the witnesses, should be secured. The time, place, and nature of the accident should be noted. An examination of the place, and a report of its condition, giving all the facts just as found to be, should be made to the superintendent. This is necessary in every case, however trivial, or seemingly unimportant; even though there is no personal injury, or material damage or loss, or when the person involved in the accident exclaims that it is no matter, or that there is no harm done.

A good management requires a written record of any accident in, on, or about its premises, and the employee, as the management's representative, should make such a record possible.

In the event of fire, the organized brigade of a well-managed house is usually able to meet and control it. Presence of mind should prevail and valuable assistance may be given by the other employees in quietly leaving their sections.

15. **Absence and Lateness.**—Two things that should be avoided are absence and lateness. Both materially affect one's standing. A good management requires previous notice of intended absence. When absence is unexpected, notification should be made without delay by 'phone or personal messenger. When we reflect that we are necessary parts of a general plan, we must not interfere with its complete operation by being absent or late. In either case, we must meet whatever penalty attaches to our fault, either that of discipline, or ceasing in a work we cannot satisfactorily perform.

16. **Reporting Numbers Clearly to Timekeeper.**—During the haste usually attending the approach to time desks, numbers are not always clearly called. The timekeepers think they hear correctly, but often do not, and so fail properly to credit salespeople for their presence. This is not known until pay day, possibly two weeks later, when more or less inconvenience is involved in correcting the matter. Let us utter our numbers clearly and be sure we are understood by the timekeeper in order to avoid errors of shortage in pay.

17. **Use of Coat and Cloak Rooms.**—It would be practically impossible to arrange for the care of wearing apparel in the various sections of the store. To provide for this necessity, rooms are especially set apart for the service and convenience of those intended to use them. This arrangement, and no other, is part of the general plan and is no superficial matter. For the thorough execution of this plan, all salespeople are required to keep their wraps and coats in their allotted places and in charge of a responsible care-taker.

18. **The Use of Elevators and Entrances and Exits.**—The number of employees in any large store is an army in itself, and restrictions are necessary in its movements. During certain hours in the morning and evening, any elevator may be used; but during the day, employees' elevators only are at their service. Sometimes salespeople exceed their rights by demanding the use of any elevator. The commands of the operator, in this case enforcing his orders, should be respected, and all sensible people will avoid controversy in this matter.

So also should be respected the rule designating the entrances and exits for employees. This

is an important matter, a violation of which usually ends in discipline.

19. **Reading Notices, Bulletins, and Advertisements.**—No salesperson can expect to keep abreast with his business, or to give intelligent service unless he observes well the notices coming to his daily attention. Changes of system; of hours of delivery; of heads of departments or bureaus; locations of sections; additions of new departments; new or special articles of merchandise; new attractions and displays of public interest are all matters to note and study. Whether notices are written and passed through the sections to be read and signed, recorded on bulletin boards, or given by word of mouth, they are equally important, and failure to observe them causes mistakes that involve much time and trouble to adjust.

It is equally important to read the daily advertisements, in order to be posted for current events. Never a day passes but some question, concerning merchandise advertised, is asked the salesperson. It is especially imperative to know the advertised merchandise in one's own section or department.

Case 1.—At store opening, a customer

asked the saleswoman selling underwear where were the thirty-eight cent vests advertised. She looked at her display card and said: "I don't know—try over there." The customer went to the second counter and the saleswoman there said: "They must be at the counter to the right." The customer went to the third counter and was sent again to the second, and the saleswoman said: "If they are children's you will find them against the wall." The aisle manager was appealed to and he looked for the assistant buyer who had not yet arrived. The customer, affected by the excitement, muttered something about "Nobody knows anything here," and the underwear wanted was finally located at one end of the counter where inquiry had first been made.

Case 2.—The head of the shirt stock was nonplused by an aggregate of men customers at his counter early in the morning, inquiring for the dollar shirts advertised as reduced from one dollar and a-half and two dollars. They were stowed away under the counter.

20. **Employees' Records.**—All large manufacturing and commercial enterprises keep records of their employees. In a department store the individual record shows the amount of sales; the deportment; absence; lateness; and the errors made. It depends upon the salesperson to be-

come a strong and valuable factor in his business. In this strenuous life conditions have changed over former times. The element of competition in the field of labor, together with the specialization of human activity in all lines, has given rise to greater efficiency of the individual and broader methods of production. More is given to the worker in both opportunity and compensation and more is expected of his efforts. When the present man was a boy, he entered his business to grow up with it. The boy of to-day must rather enter his business with the idea of making it grow up with him. As President Roosevelt puts it regarding the Harvard graduates:

> "What counts infinitely more than any possible outside reward is the spirit of the worker himself. The prime need is to instil into the minds of the scholars themselves a true appreciation of real as distinguished from sham success. . . . We have a right to expect that the men who come out of Harvard will do more than pull their own weight. . . . And they can thus count only if they combine the power of devotion to a lofty ideal with practical common sense in striving to realize his ideal."

The man or woman who is seriously in earnest, who means business and attends to it with a high

purpose and aim, need have little care for his record—that will take care of itself.

Sometimes we see in the community at large, and this is demonstrated within the community of a department store, undesirable men who little deserve their desirable positions, and desirable men who little deserve their undesirable positions. This is a condition of society—an economic régime, that the individual is immediately powerless to help. A management usually knows its worthy people; but may, at the time, not be in position to change conditions.

In the constant evolution of affairs, men and positions change and then the man who has demonstrated his worth—who has prepared himself, is the one in demand. Sometimes the way is long and the wait weary, but, given an opportunity, merit never yet failed, when with quiet persistence it became apparent. Then let our acts make our records strong and clear and bright, and our Attention to Business and Deportment beyond question.

CHAPTER III

THE RELATION OF CHARACTER TO SALESMANSHIP

DR. NATHAN C. SCHAEFFER in an address on "The Aim of Education," said: "It is characteristic of the civilized man to like work; of the uncivilized man to dislike work."

It is only by training and the discipline of his faculties that man has grown in moral and intellectual strength; and in proportion as he has failed to cultivate his mentality and the ideas of wisdom, courtesy, honor and industry, he is not civilized, though he lives in the twentieth century and is found in business and in society.

There is no limit to the culture of character. In every avenue of life it is a valuable asset. The traits of character enumerated in this chapter are considered with special reference to department store salesmanship, and the cases cited illustrate the advantage of right, and the detriment of wrong, manifestations of character at the counter.

Character is the result of organization and education; some one has said it is three-tenths heredity and seven-tenths environment.

The stronger our mental impressions, the wider our experiences; and the more lofty our ideas, the greater, broader, and nobler is the personality.

He who receives and gives the greatest number of good impressions enjoys the truest character, wins the most respect, and commands the greatest influence in the circle in which he moves. With knowledge of our affairs and right conduct in salesmanship we must of necessity give, and in consequence receive, good impressions, and thereby establish and maintain harmonious business relations at the counter.

Illustration.—Two salespeople are serving the same trade. One is of shiftless habit, curt in speech, indifferent, thoughtless and impatient. The other is bright and business-like in appearance, earnest, intelligent and pleasant. The first by her manner will give and receive bad impressions; the second, give and receive good impressions. The one is pessimistic, dissatisfied, easily chagrined, arrogant in spirit and lacks the power of self-control; the other is optimistic, satisfied, unassuming, a master of herself and the situation, and by her tact, a customer

is made to feel a sense of special service. Her conduct gains the approval and good will of the shopper in the same degree that her weaker sister loses that goodwill. Such a person is apt to resent by word or manner what she considers an unreasonable question; while the stronger, although a customer's question might be unreasonable, will nevertheless answer it with patience and pleasure, and triumph in the end.

Case.—A customer once asked, "What is the price of this, please?" The salesperson answered: "You can see the price on the ticket there!" This answer was virtually—*Look for yourself*—and the customer naturally construed the reply as discourteous, if not impertinent, judging from the peculiar inflection of the voice. While impoliteness may not have been intended, the reply, lacking tact and courtesy, was surely unbusinesslike. If we assume a question is trivial or unreasonable, we must not permit ourselves to give an insufficient or unreasonable reply, and no wise person does, since he cannot tell what motive there is behind the question.

In this case, the lady had been receiving treatment at an oculist's and had "drops" in her eyes. She was able to see well enough to go about, but could not see to read small writing or figures.

A pleasant and satisfying answer to a legitimate request for information costs no more than an insufficient or curt reply; redounds in immeasurably better grace and value to the speaker, and more pleasure and service to the hearer.

We value genial speech under all circumstances, and in this particular case a sympathetic reply would have been especially appreciated.

As salespeople, and business men and women, we are public servants and dare not take the liberty of speech or action permissible in our own homes and among our own friends. We never know the circumstances surrounding the visitor to a store. The sorrowful impressions of a sad home, a hospital, or a funeral may linger with a customer and cause some peculiar manner which our wisdom, discretion, and politeness should forbear to reproach.

Touching upon the integrity of character, Dr. Butler, president of Columbia University, says:

> "The American people are receiving some painful lessons in practical ethics . . . having brought home to them with severe emphasis the distinction between character and reputation. . . . Put bluntly, the situation is due to lack of moral principle.

> Right and wrong have given way to the subtler distinction between legal, not illegal, and illegal; or better, perhaps, between honest, law honest, and dishonest. Against this subterfuge and deceit, real character will stand like a rock. This university . . . must keep clearly in view the real meaning of character and never tire of preaching that character . . . alone makes knowledge, skill, and wealth a help rather than a harm to those who possess them."

Thus, in its last analysis, real character makes for progress in spite of the fleeting and futile advantage of deception, which is but a menace to the salesman's probity and lasting success.

We shall now consider some of the factors in character which make for supremacy in salesmanship.

1. **Intelligence.**—The intellect, as a unit of character, is that "which shapes our ends." Without intellectual guidance, our character would be a blank and our efforts void of aim. Thoughtful application is the basis of every successful work. The profession of salesmanship is no exception. In its practice, the department store salesman must train himself to look for and understand differences and resemblances in merchandise.

The greater his power of discernment of sizes, shapes, colors, textures, and qualities, and the more extensive his knowledge of the purpose, history, elements, effects, and prices of his goods, the more potent a factor he is in his special region. He must also seek to learn the mental and physical characteristics of his customer and aim to satisfy them.

The novice in salesmanship should always be alert for new ideas suggested by a study of his merchandise; for impressions derived from the conduct and speech of those with whom he comes in contact; and for the concepts resulting from his own reflection of thought. With a proper use of his observing faculties, he soon learns to discriminate where at first he either cognized nothing, or met with confusion. As the understanding of every line of goods, or every human action, involves the application of discernment, the salesman is clever or stupid in the manipulation of his business in proportion as his perceptions of men and things are full and clear. Says an editorial writer:

> "Nothing is more pitiable than to plead ignorance when knowledge is an essential condition of ability to perform a duty. Nothing is more contemptible than to plead

ignorance under the implication that knowledge is not worth having. . . . Thus shall we really understand that knowledge is worth seeking and that ignorance is culpable; that the search for knowledge is progress, but that ignorance is stagnation; that he who might know what he ought to know, but does not, is unworthy of his manhood."

The value of the intellect in selling merchandise may be indicated by the following:

Illustration.—A customer asks for a trunk. The salesperson, without the application of intelligence in its sale, is limited to, as was a certain saleswoman, the narrow, unmeaning form of expression represented by the words: "It is awfully nice and awfully cheap and awfully good." On the contrary, the man who is full of trunk intelligence is almost unrestricted in the detailed knowledge of his subject as to construction, design, parts, materials, finish, workmanship, prices, etc. He will tell his customer something about the wood; whether hickory, pine, hemlock or basswood. Whether its surface is leather, metal or fabric. If leather, its character; as, raw-hide, sole-leather, etc. If metal, whether it is japanned, tinned or embossed. If fabric, the kind of muslin, canvas or other material, and the advantages or disadvantages of all these. He will explain

the protected corners and know the weak and strong points. Describe the interior, observe the difference between paper and cloth lining. Speak of the serviceable arrangement of compartments, trays, boxes, pockets, etc. He will know the number of rivets in each particular make; whether the slats are hickory or pine, or the bottom is wood or iron. If it has two, three or four hinges and the kind of clasps; if the lock is a Corbin, Yale, Eagle or some other make. So we might multiply details almost indefinitely. All merchandise has its essential elements with which the salesperson must be familiar. See Knowledge of the Quality of Stock, Chapter V, Sect. 3.

The manifestation of intelligence in salesmanship, whether it applies to the abstract knowledge of human nature, or to the concrete knowledge of one's merchandise, typifies the expert; shows the difference between the man who knows and he who does not know, and makes for the salesman's progress and value.

2. **Tact.**—This trait of character, like all others, although instinctive, is susceptible to cultivation. Social contact and business experience are essential to its growth. It is a mark of wisdom and gentility to be tactful. A lack of tact is

most evident in the small matters of our experience, which we are inclined to regard as inconsequential; although, in reality, they are the true indices of our character and training.

> *Case.*—A customer made a purchase of a tooth brush and the salesperson said: "Is that all?" to which the rather obstreperous customer replied, "I guess I know when I have enough!" *Tact* would have said, "Is there anything else?" Or, perhaps, better still, suggested some new kind of dentifrice, and thus have precluded the possibility of giving the impression that the customer's purchase was too small.

Some one said, "Tact is to say the right thing at the right time." It is rather to say and to do the right thing at any time.

A proper use of tact cultivates acquaintance and makes friends of customers by administering to their approbation and benevolence. An investment of tact in business intercourse counts heavily in the return of good-will. The thoughtful suggestion of the use of a chair, a word, a nod, or a glance of interest toward an unserved customer at the counter, has softened many a pang of impatience and won personal approval for the tactful salesperson.

It is not so much *what*, but *how* a thing is said and done; not always the *words*, but the *tone* and inflection of voice; not the *act*, but the *manner* which indicate the quality of tact used.

Illustration.—A salesperson is busy, a customer says, "I wish you would wait on me"; or, "Kindly tell me the price of this"; or, "Is there any more of this?" or, "Have you so and so?" A proper sense of tact could not and would not *ignore* such a question, however busy the salesperson is. Only the most tactless person behind the counter would say: "I am busy"; or, "In a minute"; or, "So and so will wait upon you." To say "I am busy," is folly, as it is so understood. "In a minute," is an indirect slight—at least experience has told us that it does not mean anything definite, and is consequently unsatisfying. "So and so will wait upon you," implies a desire to shirk. Moreover, since one does not *know* if "so and so" will wait upon the customer, it is unfair and unwise to appease her impatience by a false hope. A sensitive person would feel the insincerity of such a remark and either leave the counter unserved, or remain silently embarrassed. Neither alternative is pleasant to the customer, advantageous to the salesperson, nor profitable to the house. In response to any such questions, no matter how busy a salesperson is, or how trying the circumstances

may be, tact and sincere politeness would impel a cheerful reply; as "Certainly"; or "With pleasure"; or, "I will be glad to see in just a moment"; or, "Yes, I will be disengaged presently." But, some one says, "It is hypocrisy to say that which we do not mean." Yes, most assuredly, but *mean* it! [This principle of conduct is fully discussed in the two succeeding topics—Self-Control and Sincere Politeness.]

Tact does not mean deception. One may use such phrases, as indicated above, with perfect sincerity. *We should mean just what we say.* If it is in our *hearts* to do, we shall find it possible to live up to our promises thoughtfully and tactfully made, for tact, and that means culture, will enable us to meet conditions either self-imposed or commanded of us by others, if we but take the far-sighted and dutiful view of the matter.

Case.—The customer after a long wait, having in the meantime selected two table covers at five dollars each, asked the salesperson, "Please wait on me next." The salesperson replied, "I am busy!" The customer not knowing from this reply *when* she would receive attention, said: "As you are so busy, I think I had better purchase in

a store where they are not too busy to wait on their customers." She then complained to the aisle manager, adding, "I frankly confess that I intended going out, but really wanted those particular covers, as I doubted if they could be duplicated elsewhere."

3. **Self-Control.**[1]—Man has all the instincts of the lower animals, but he has also that which they have not; namely, moral and intellectual faculties to guide him in the paths of right conduct. Our inherent faculties and temperament are ours to manage and control with an intelligent purpose. The business man or woman who lacks self-mastery is the subject of constant and petty vexation. Fortitude is the result of stern self-discipline and silent hours of struggle and culture. Nor is this in vain, for the glory and triumph of the master mind is repayment a thousandfold.

The man or woman inside the counter may find innumerable causes of irritation outside the counter, where any number of people may have real or fancied grievances. It may be seen in a man who is sarcastic or faultfinding, whose spleen overrides all sense of courtesy; or "an aggressive,

[1] In the discussion of this and the succeeding topic, the author quotes freely from, and refers the reader to, "Our Conversational Circle," by Agnes H. Morton, The Century Co., N. Y.

self-assertive, domineering woman whose capital is invested in self-interest-bearing bonds, and who keeps a fund of ill nature on deposit, subject to sight draft for the benefit of any one against whom she holds a grudge."

A customer may slight the most exemplary speech or conduct of the salesman, but the latter's good manners should impel him to hide his indignation.

A mind disciplined and a character trained in self-control, representing a person of *real* culture, would "take an impersonal and philosophical view of the matter, regarding the exhibition of hostility as a purely subjective manifestation and never resentfully consider himself the object at whom the missile is aimed," and why not?—when he is not the offender.

The following illustrates how strikingly a lofty mind may meet an unpleasant incident with a graceful discretion which is always the better part of valor.

> "Secretary of State Root was mistaken for a loiterer at the North Station in Boston and ordered to 'move on.' He was about to give one of his two sons, who accompanied him, instructions concerning the baggage, as a special officer swaggered up shouting:

> "'Move on there, you fellows! You're blocking the way. Lively, now!' and then grabbed Secretary Root and gave him a vigorous push. One of the Root boys looked amazed, but his father only smiled kindly and proceeded without protest to his carriage."

Happily, instances of rudeness at the counter are rare; and when we do meet with them, we may safely set them down as indications of weakness. With the possession of self-control and tact, and the recognition that intercourse with people at the counter is a matter of business, and not a personal matter, the salesman who has cultivated his generous emotions and a dignified purpose of mind, will be enabled to maintain his self-respect and harmonious business relationships.

The rules of debate do not apply to business. The spirit of controversy must be subdued by tolerance and conciliation. No matter how unjust or sweeping the statements of a customer may be, it must be realized that he holds the position of a privileged character, under stress of circumstances, and by the right of might. It is clearly for the salesman to maintain a spirit of cheerful optimism, based upon the knowledge of

his business and the realization of the power behind a "broad, magnanimous, and impersonal view."

There are innumerable instances where self-control has won good-will and friendships in business, of which just one is given:

Case.—A saleswoman spent one hour and twenty-five minutes making up an Easter box of candy amounting to $2.85. The customer insisted on being taken over the whole department and shown "the line," from which she selected "a bit here and a bit there," covering every variety and price of the better grade of confections. The saleswoman, having a large endowment of self-control, met with patience and true courtesy what, in her own words, were, "The wise and unwise remarks, criticisms and pickings of the customer." One of the girls at the counter afterward said, "How in the world could you stand it?" "Well," replied the saleswoman, "I considered it part of the business. I willingly answered every question, for somehow, after all, the old lady was interesting. She asked me all kinds of questions. I never dreamed how much I knew about candy until I was put through that quiz. When finally we finished, her pleasure and thanks were so immense, I never minded one bit the time I spent on

that order. When the lady reached home (she lived out of town) she wrote me a nice letter and ordered a large bill of goods. I now number her among my largest and most influential patrons. She comes in often, and I consider her a lovely character, although at first she struck me as being a crank."

4. Sincere Politeness or True Courtesy.—No person has wealth enough to buy good taste or good breeding. They are either inherent in our organism, or acquired by cultivation. The wise and discreet never fail to attain them, for their value is inestimable in all our affairs of life; domestic, social, or commercial. Courtesy in business comprehends a pleasant, agreeable and sincere manner of speech and conduct toward all with whom we come in contact; whether a customer at the counter with whom we deal directly, a visitor to the store who may simply inspect goods and ask questions, or a companion and fellow-worker whose aims and interests are allied with our own to make the business we represent a success.

It is due to the new employees that the old extend the "glad hand of fellowship." We must remember that once, when we were new, we were glad to accept the kind and friendly help-

fulness of an older "sales." Indifference to the welfare of new employees is wrong; rudeness and incivility to any employee are simply intolerable. It is to the interest of every house and the desire of every reputable management that its employees are made satisfied and happy. However humble an employee's position may be, he is still a member of the store family and deserves respectful consideration. Let us reciprocate in a spirit of true courtesy, and profit by these words of a great merchant:—

> "As you wait upon each other, try to do so in the spirit of friendly interest and helpfulness, as should be among members of the store family. We, of the store staff, in doing our shopping and otherwise, should show and receive among ourselves here a truer courtesy and more helpful attention than we could expect or find in transacting business anywhere else. On the other hand, we must remember that, to the *customer who is not an employee*, prompt recognition and cheerful service are instantly due, and that preference should never *seem* to be given by our salespeople to fellow employees who are shopping. As 'members of the store family' we are called upon by the principles both of true courtesy and good business (which are really the same) to give the pref-

erence to outside customers, *the store's guests.* Precisely the same spirit is called for here which we show at home when we defer to our guests, serving them *first* at the table, and so on."

It will be our province now to discuss the question: Can we, in business, always be sincere *and* polite? We assume the affirmative, and hope to prove that especially in business a magnanimous view of the foibles of character is necessary, and that only by a cultivation of the "generous emotions" can Sincere Politeness or True Courtesy be attained.

With this enlightened view of politeness before us, we believe our experiences in store life will be smoother, more pleasant and more profitable.

The faculty of restraint or Secretiveness, as the phrenologist would call it, is a divine inheritance and has great bearing on our conduct. The preservation of our self-respect and consideration due to the respect of others, demand a check upon our speech and actions. To withhold the expression of certain thought or action is not insincere; but a normal manifestation of the mind. It is not the amount of truth we utter, but the kind that counts. If the telling of a truth or the

doing of an act served no nobler purpose than to wound the feelings, it had better be withheld. Sincereity requires neither a revelation of one's inner consciousness, nor a blunt declaration of opinion concerning the "frailties of human nature." A man may withhold an unpleasant truth and still be honest when the better purpose is served by judicious silence. Such would be the expression of a broad view and a generous impulse. Indeed, we have here an established principle of conduct and may with propriety announce

THE LAW OF GENEROUS IMPULSE

In order to maintain proper relationships in life and our own serenity of mind, we are required to cultivate broad views and generous impulses that preclude the justification of expressing, by word or act, the whole plain truth, unless the reason is good and the necessity real.

Let us indicate an application of this law to salesmanship by the following

Illustration.—In the ordinary intercourse of business, perhaps some *foible* of the customer may manifest itself as, for instance, obstinacy; ignorance of her real interests; a penurious disposition; an aggressive or domineering spirit; peevishness; egotism;

faultfinding; an expression of bad taste; a caprice, or some fussy or erratic manner.

If any one of these, or a similar weakness of character, was displayed by the customer, and the salesperson became impatient, expressed a sullen propensity, showed a spirit of resentment, or an ill-will, it would be a fatal error, as the reason would not be good or the necessity real for any such expression of conduct.

The normal mental friction alone, encountered in the daily intercourse of business at the counter, is such that the salesperson's own preservation demands that it be counteracted by his cultivation of an impersonal, magnanimous view and a cheerful optimism—"It is economy of nervous force also, for the tension of keeping up appearances may even increase the hidden vexation, and under a passionless exterior enthusiasm may be suffering a reaction to utter despondency."

Sincere Politeness and Self-Mastery are priceless jewels of character and conduct—unless the heart is right, our performance is cheerless. In the ordinary pursuit of salesmanship the necessity is never real enough or the reason sufficient for the salesperson to have an ungenerous impulse toward the infirmities and imperfections of the customer. If the customer was tampering

with, or destroying something; or was really iniquitous or insulting, these would not be "foibles," but malicious manifestations of character, and the reason would then, indeed, be good and the necessity real to speak plainly in the protection of property or person against destruction or slander. But this would be so unusual and abnormal a case, and so outside the ordinary intercourse of business, that it at once is beyond the province of our consideration and discussion here. It becomes then, not a matter of generous impulse but of protection, in which case the salesperson should appeal to the aisle manager.

Reason as the author may, he cannot bring himself to think otherwise than that the practice of this Law of Generous Impulse in the ordinary intercourse of business is the only safe and sure way to maintain self-respect, cheerfulness of character, and proper relationships in business.

The author of "Our Conversational Circle" says: "*The discreet selection of the specific truth for the occasion is the secret of combining sincerity and politeness.*" Let us see how this applies to salesmanship.

Case.—A customer tried on a hat and exclaimed, "What a sweet and becoming thing it is!" It was "sweet" but not becoming.

The sincerely polite salesperson admitted its *beauty*, [a discreet selection of the specific truth] but delicately suggested another hat *both* beautiful *and* becoming and sent the customer away satisfied and happy.

A salesperson of less true politeness would have "clinched" the opportunity the customer presented by lauding the first hat, and thus made a sale that might have come back through the exchange desk, for another hat which the lady's friends would consider more becoming. Unless the customer, opposing the enlightened and courteous suggestions of the salesperson, arbitrarily insists upon the purchase of a certain article, high grade salesmanship would never consent to an incongruous or misfit sale.

"But," some one says, "suppose the first hat in question was the only one of its kind in stock?" Then sell another! We may suppose all kinds of conditions, more or less improbable; but assuming the truth of the statement, the hat may still be sold within the bounds of true politeness and without resorting to trickery and falsehood. Even as the last hat in stock, its sale should depend upon the selection of the specific truth, which may lie in the reduced price; the particular style; the workmanship; quality of materials; its general attractiveness; its suita-

bility to the individual or any number of other causes which good salesmanship would discover. The selection of the specific truth is the secret of good salesmanship and true courtesy in business.

A store or a salesperson who cannot meet the requirements of equity or honesty in the sale of goods; who does not know or appreciate the ethics of business, holds a low place in the estimation of the buying public. A sale based upon an untruth, or a store doing business upon a basis of disrepute, each carries with it the ultimate destruction of its own good-will.

An essential condition of true business success rests in polite sincerity. Flattery *per se* is short-lived in business. "Praise becomes an insulting satire when it is known to be insincere." With nothing else to recommend him, the salesman at the counter cannot make progress upon the basis of flattery, nor upon its antithesis—a blunt, crabbed, or uncivil course. To succeed in business, or at least in salesmanship, requires respect for the Law of Generous Impulse, a self-mastery and a cheerful view.

There is a class of sincere, but not polite people, and they are sometimes found in business, who are either outspoken to the degree of rude

bluntness, or silently non-committal. Each in his extreme view labors under the erroneous impression that he is sincere in *acting just as he feels*, and thus, by his mistaken honesty of purpose, justifies his inconsiderate rudeness, or his churlish indifference.

The fundamental mistake here is the failure to distinguish between sincerity to one's own feelings and that due to the feelings of others. Such people fail to appreciate the Law of Generous Impulse. As the author formerly quoted puts it:— "The fallacy lies in assuming that the test of sincerity is fidelity to a mood, whereas definite purpose should dominate mood."

Case.—A customer requested a salesperson to settle a "charge transfer." In error, she folded the *entire* transfer and sent it through the tube. After waiting ten minutes the customer asked for her "receipt" (the sideslip of the transfer, which should have been immediately separated, given to the customer and not sent through). The aisle manager was called, and the salesperson became "moody," saying, "She [the customer] had no business to ask me to settle her transfer any way—I did not wait on her." True courtesy would have impelled the salesperson cheerfully to acknowledge her mistake and apologize to the customer,

who was clearly in the right in her request of *any* salesperson to settle the transfer.

The salesperson's statement is a clear case of violation of our Law of Generous Impulse. In this case it was also a violation of a rule of her house which says: "Upon presentation, *any* salesperson can settle a transfer," etc.

If we troubled ourselves to look into the matter, we should find that we are not always right in our feelings and moods, which only too often entirely misrepresent our true intentions.

It may now be in order to ask, "How can we be sincerely polite with a person we do not like?" Why should we not like a person? If we have cultivated our generous emotions, and learned to obey the injunction: "Put yourself in his place," we would not permit the *foibles* of an individual to warp our judgment. If, on the contrary (as formerly stated), we know an individual to be iniquitous, then indeed it is no longer a question of sincerity or politeness; but one in which our righteous indignation would act. Short of this we are prejudiced and, upon this basis alone, have no right to form likes or dislikes.

The active business life of the salesperson referred to in the following case would have been more full of "that sweet contentment" we all so

much need, if she had been wise enough to have profited by the fundamental principles of true courtesy, as we should understand them in our business relations, and as set forth in this chapter.

Case.—A customer saw on the inspector's desk a box of pins. Taking it up to select a large one, a saleswoman, in a spirit of defiance, stepped up and took the box out of the customer's hand. With indignant resentment, the customer complained of her treatment to the aisle manager. The saleswoman claimed the pins were personal property and should have been asked for. The customer considered the matter too trifling for which to have been rebuked. Logically, the salesperson was right; but technically, lacking the generous impulse, she was absolutely wrong. In the narrow sense, it was indirectly beyond her province to act, if however, in her judgment, any action was necessary, her only duty was to report to her aisle manager and have him act. But, having seen fit herself to act, her instinct of true courtesy should have impelled her, when she took hold of the box, to add, "May I be permitted to select a pin for you?" and thus, by voice and manner, at least attempt some justification for her action. It does not matter if the customer did pursue the wrong way to secure the pin, this was a "foible" and should not have stirred the salesper-

son's prejudice to act in a spirit of blunt haste, which was naturally construed by the customer as discourtesy.

5. Promptness and Cheerfulness.—Victory implies activity. It is manifestly impossible for an inactive man to succeed of his own volition. Franklin's aphorism: "Laziness travels so slowly that poverty soon overtakes him," is applicable to our careers as business people. Our senses must be sharpened. We need a quick eye and a sensitive ear to catch the first gleam of external impressions. To the salesman who is prompt, trade, like iron dust to the magnet, naturally drifts.

Practical experience has shown that the prompt man gains from twenty-five to fifty per cent. more business than his less vigilant companion, giving him greater earning capacity; thus this attribute should be assiduously cultivated. But promptness in a salesperson does more than simply grasp trade, it impresses a sense of thoroughness and confidence.

It is necessary to be prompt in both manner and speech. We may always rest assured that a man or woman who sells merchandise, and who has cultivated the habit of promptly seeing and serving the customer will have "success in selling" on his or her side. The salesperson who

is shy, who lacks the power of initiative, or who is weakly indifferent, loses all the advantages that are won by those who manifest their personalities. Many sales are lost by diffidence and a lackadaisical manner, so frequently seen, and so much out of place in a business house. The ordinary salesperson often approaches his customer in absolute silence, and in a cheerless spirit that suggests physical lassitude or mental indifference and makes a bad impression from the start; this at once places a barrier between himself and the customer. This condition should never be permitted, and never could exist, if the approach and speech were made with proper physical energy and cheerfulness.

A word of caution may be in order here concerning the disposition to aggressively and pugnaciously thrust one's personality upon the prospective patron. This extreme action is so clearly objectionable that a salesperson's proper sense of delicacy would preclude its occurrence.

Should a prospective customer, examining merchandise, ask the price, the salesperson should do more than answer the question and stand idly by. Good salesmanship would require him to approach with an earnest expression of face and a cheerful statement, conveying an impression of

helpfulness and interest. A salesman's manner and words must inspire confidence. Only indifference or contempt will be the reward of the salesman whose highest conception of an "approach" is to shuffle up to a "looking" customer, as has been done, with the expression: "Can I wait on you?" or "Do you want to be waited on, lady?"

Good form demands that a stranger be addressed as Madam, Miss, or Sir. To address a customer by name is of great advantage in securing confidence and respectful attention.

Any one of the following forms of expression would be in good taste as a means of gracefully introducing the subject, and suggest an intelligent service.

May I be of service to you, Madam?
May I assist you in your selection, Sir?
Here is something at a lower price.
Here is an entirely new thing.
This is an exceptional value.
These are some of the newest things in the market.
Don't you think this is a beautiful shade?
There is a great demand for these goods at present.
The manufacturer of this article has struck the popular fancy.

Let the salesperson think out a dozen more

such phrases to suit his line, and with such a vocabulary he should have no difficulty in impressing upon the mind of the interested observer the need of looking into that which already occupies her attention.

Now it is quite possible that, even with the most exemplary conduct, a salesperson's motives may be misconstrued and his approach to the customer may be greeted by her with silence or indifference. If we have learned to value human conduct with a true estimate, we will not feel disheartened by a rebuff. Our own innate intelligence will assure us that it is part of our business to meet with reversals of feeling and opinion; and that we have lost nothing by being pleasant and maintaining a bearing of dignity and self-trust.

6. **Earnestness and Honesty.**—Two essential traits of character, as applied to salesmanship, are earnestness and honesty. A man's vocation must be of direct and vital interest to him. He cannot pursue it with any degree of satisfaction or success without serious concern. A solicitude for its welfare; a fixed attention to, and a desire for its growth and excellence have been the foundations of every permanent achievement. George Dyer writes as follows:

> "The habit of indifference, of shirking, of mischief-making, of arrogance toward patrons, of mutual jealousy, the clique habit and a thousand ills of a negative kind, such as 'Oh, what's the use? I won't get credit for it anyway,' above all and worst of all, the habit of fault finding and criticism of superiors . . . should be checked in their incipiency, and right tendencies, high ideals, cheerfulness, and loyalty inculcated."

The salesman who lacks the nice distinctions of honor in the pursuit of his business or enthusiastic interest in his work, had better change it. As a progressive factor, he requires fortitude, and loyalty to right principles—anything short of these will prove a delusion to himself and an embarrassment to the business he represents. Thus, in closing this chapter, we urge upon the reader the thought that the relation of character to salesmanship is a progressive relationship, one that, as time passes, gains more and more permanent value.

CHAPTER IV

SERVICE AND CONDUCT

THE subject matter of this chapter is of supreme importance, treating as it does of the relation of salespeople to customers in actual contact. We may better understand the requirements of modern and progressive storekeeping by a casual review of both former and present methods of business.

Not far remote in the history of retail merchandising, the word and policy of many storekeepers were not measured by the present universal criterion of straightforward methods. In the purchase of an article of merchandise, one then was not secured against the worse end of a bargain. Indeed, most of us still remember, when the individual small store was in the ascendency, the old institution of the "barker" whose business it was to "button-hole" any prospective customer and literally hustle him into the dingy store, there to relieve him of his currency as the proverbial sheep is shorn of his fleece. If the customer was suited, well and

good, if not—well, the proprietor got the cash. The letter, rather than the spirit, of the law of business was the actuating motive. It was then considered, a " bargain is a bargain " irrespective of its equity.

In the purchase of unsatisfactory goods, or where the buyer paid more than a just equivalent for value received, he rarely protested and thus, at the mercy of some unscrupulous storekeeper, he had to abide by the transaction. If the dealer did compromise, it was usually at a disadvantage to the customer whose chagrin might become the subject of a smiling satire or deceitful palaver; cunning pleas or a harsh rebuff—as suited the circumstances, or the whim of the dealer. There was little redress for the purchaser short of the respect for his physical prowess, or of a law-suit.

The thought of making a good impression, or of gaining the good-will of the customer, rarely entered the trader's mind. He might never see that customer again, which was always well for the customer; but if he did, there would be a repetition of the same Monte Carloan methods.

Of course, while this represents the extreme view and portrays the illiberal spirit in vogue then, it must be understood that these methods

had their exceptions from which gradually evolved the notion that the buyer and the seller were engaged in the fulfillment of a mutual obligation.

At the present time, the customer enjoys comfort and security in buying. He has the privilege of exchanging a purchase for other goods, or even of claiming a cash refund.

The idea that good-will is the primary, and profit the secondary, consideration in trading revolutionized the customs of the past, and reciprocity and equity have come to play important rôles in the drama of retail merchandising.

Our present high standard of business is largely due to the exceptional leadership of a consciousness that realized the trend of things, and, in the face of stubborn opposition, set its course toward a new goal in the commercial world.

The consolidation of miscellaneous business enterprises, and direct contact with all the sources of supply, have made it possible for the modern store to carry merchandise comprehending all lines and fitting every season, thus securing (1) the advantage of a steadily employed and consequently reliable salesforce; (2) the economic value of continuous use of floor space; (3) reduction in the cost of distribution (and thus of the price of the commodity to the consumer);

and (4) a greater variety of merchandise and better service to the community.

These modern methods of business require thoughtful care of the customer's interests, and the ideas of Service and Conduct have come to mean something. The community has been educated up to higher standards. The element of competition forces those standards to the acme of perfection, and the house which does not recognize the principles of good service and honorable methods is destined to fall into the shadows of commercial obscurity.

We shall consider some of the requisites which a broad and liberal management demands of an enlightened salesforce in its best service to the buying public.

1. **Knowledge of the Proposition.**—A salesperson cannot be thoughtful and loyal, or give good service unless he knows his subject; that is to say, has an acquaintance with the conditions surrounding himself, his merchandise, his customers, and his house.

(a) He must know and be honest with himself so that all his acts may be justified. See Chapter III.

(b) He must know his goods to be able to sell them. See Chapters V and VI.

(c) He must know his customers that he may give them the best service. See Chapter VII.

(d) He must know his house and then have faith in its methods and merchandise. See Introductory Chapter and Chapter III.

If he cannot be an honest salesman; or learn to know his stock; or sincerely serve his customer; or approve of his firm's methods, he should either quit his profession or go with a house in which he can have confidence. These antecedents granted, the salesman must in consequence succeed. The following three cases respectively illustrate a lack of integrity, a want of stock knowledge, and failure to read human nature; the fourth case illustrates just cause for lack of faith in one's firm, which would be ample reason for leaving that firm's employ.

Case 1.—The man behind the counter was not true to himself, honest with his customer, or loyal to his house when, to force a sale, he represented a cast iron bronzed statuette as real bronze.

Case 2.—A salesman was selling single curtain strips of heavy tapestry. The lady wished a couch cover of the identical thing on sale, as it matched her carpet and wall

paper. The salesman *thought* his single curtain might answer the purpose, but through his lack of stock knowledge (and every one in the upholstery business should know that a single curtain and a couch cover are practically the same), lost not only the opportunity of making a positive conviction of good service in the mind of the customer, but his sale as well.

Case 3.—A gentleman asked for a hat brush. Picking up one, the saleswoman, who failed to understand the need of studying human nature, said, "That is fifteen cents." To the question, "I want to see something else," the customer was shown another, with the remark, "This is twenty-five cents." "Have you something different?" was asked, when the saleswoman said, "Here is one for forty cents." The customer, in desperation, finally exclaimed, "Show me the best brush you have in the store!"

Case 4.—A certain house, known for its policy of luring from competitive establishments salespeople of known repute and constantly changing its *personnel*, bears also the reputation for chronic fault-finding and is known to have disloyal and unfriendly "help." Another house displays in its windows attractive wares with fictitious prices to entice the customer to enter the store, and then commands its salesmen to let no one escape without a purchase.

2. **Promises and Disappointments.**—One of the most rash things in business is to make a thoughtless promise to a customer. Making promises is so delicate a matter that judgment is usually deferred to and responsibility assumed by those in authority. To be sure, this takes time; but time, trouble and energy must be spent rather than pledge our word only to have it broken.

Errors are human and inevitable, but they may, in a great measure, be eliminated by proper respect for system and businesslike procedure which must be conscientiously heeded.

Illustration.—A customer says: "I must have these goods by five o'clock to-day." The salesperson now faces a condition, not of her own making it is true, but a condition nevertheless which must be met with thoughtful and serious purpose. It will not do to say, "I think you should get them"; or, "Oh, yes, that will be all right." Cautiousness would guard against giving a partial impression, making an implication, or a weak promise. It would never do to make a positive promise, for that is alone for the aisle manager, the buyer, or some responsible person in charge to do.

If goods are not in stock, but expected the

next day, it will not do to promise the customer, as has been done, that she will get them "to-morrow or the next day." A careful salesperson would say, "We expect them to-morrow and if they come in we shall send them to you without delay." Discretion would seek to prepare the customer's mind for possible mishaps. The goods may be delayed in transportation, or be lying at a wharf or station, or in freight cars inaccessible by wagon; the express company may have a breakdown and innumerable accidents and delays may occur, none of which can be foreseen or provided against.

Promises apply to the delivery of goods purchased, to merchandise held for orders, alterations, marking, stamping, engraving, repairing, etc. Let those concerned in such transactions take caution.

Complaints regarding broken promises are so common and numerous that we shall not take much space to cite cases, the following, however, are of interest and value as object lessons.

Case 1.—A customer at 10 A. M. bought black dress goods requesting same to be "sent sure to-day," as it was to be made into a burial-robe to be used the next day at 2 P. M. At 9 A. M., of the day following the

purchase, the customer excitedly approached the counter demanding to know why the goods had not been delivered as promised. Her package was found in the delivery waiting to go out on the usual ten o'clock trip. [Fault of salesperson—failed to secure "special."]

Case 2.—Customer made a partial payment on a bridal gift of silverware with the request to hold same for a few days when she would call in person to pay the balance. The next day the gift was sent, in great error, to the bride with a demand for three dollars, balance due. [Fault of Hold Department.]

Case 3.—A customer was promised that a traveling costume, purchased by her on a Tuesday, would be altered and delivered to her by 3 P. M. the following Thursday. At five o'clock Thursday she called, in a perturbed state of mind, at the alteration department, and after waiting until store closing time, expecting to carry the costume with her, she had to leave without it. Early that night she took a train from Philadelphia to Colorado and the suit she wanted to wear had to be expressed to her. [Fault of Alteration Department.]

Case 4.—Customer bought and ordered marked linen for six beds, to be delivered two weeks later to a newly-furnished suburban home. Returning from a southern visit, the family and guests arrived on time, but found,

to their discomposure, their beds unfurnished with linen. [Fault traced to Marking Department.]

Case 5.—Customer bought an umbrella and ordered it engraved. When delivered to her it was found to be the wrong umbrella—inferior in quality and price. It was intended as a graduation gift. [Fault traced to Engraving Department.]

Case 6.—Customer brought in a fragile and expensive piece of statuary to be repaired—offering to call again when it was finished and carry it home. He was assured that it would be sent to him "properly packed in tissue paper and excelsior." It was not so packed and was delivered with one hand broken off. [Fault of Packing Department. The salesman, however, making a definite promise as to "proper packing," should have communicated this fact to the head of the packing department, who would have given this case special care.]

So large a variety of incidents may be cited under the head of disappointment of customers that we shall not mention any more specific cases, resting satisfied to show, in a general way, its disastrous effects upon a business.

Let us suppose, within a conservative estimate, that—due to broken promises, wrong addresses, wrong charges, bad writing, neglect, indifference,

lack of courtesy or knowledge of merchandise, and the various errors of omission and commission grouped under the term system—there are annually one thousand disappointed customers. Estimating the number of five to each family, saying nothing of relationships and friends, we have five thousand adverse critics. We do not think of these as five thousand lost customers; but simply as those who may deal at a store with some protest and in an unfriendly spirit. Do we think of this as hurting the standing of a house?

The accumulative influence of bad service is a power so formidable that it does not require any reasoning or argument to prove its appalling results. But let us go a step further. Upon the same basis, we may assume the annual loss of one hundred customers, each with a purchasing power of twenty-five dollars monthly, and we have a total loss of thirty thousand dollars a year.

We may now appreciate why a management desires, upon the part of its salesforce, a thorough knowledge of salesmanship, deportment, and system, and why every effort is bent to the attainment of this desirable end. We may also appreciate the fact that a salesperson's position is not a sinecure, but one in which, in the very nature of things, much is expected, since his business

calls for an expression of intelligence, courtesy, and self-control.

3. **Correctness of Statement and Judgment.**—The possibility of confusion, error and misunderstanding in the daily intercourse with customers at the counter is one of the things that require great care to avoid. No statement should be made that cannot be substantiated and no judgment expressed with positive conviction, until the question is clearly settled in one's own mind. Note the following:

Case 1.—A lady stepped up to the men's hosiery counter and asked for brown hosiery for a *boy of fourteen* and was informed by the salesman that they did not have them. This statement was incomplete. The salesman should have directed the customer to the misses' hosiery counter where *children's* hosiery was kept, and where thousands of pairs could be had.

Case 2.—At an outpost counter of small books, a gentleman asked for Webster's Dictionary. The saleswoman could not find any on her counter and blandly told the gentleman, "We don't keep Webster's." Had she sent him to the regular book store, he would have found a variety of eight different editions of Webster's Dictionary, comprising a stock running into the hundreds.

In both these cases the customers were amazed at the statement that ——'s store did not have what was asked for. The effect of the disappointment upon the trade, loss of prestige and sales through misstatement and lack of thought, is beyond estimation.

Case 3.—A lady approached the game counter and said, "I want a game for a little girl." The saleswoman in charge asked, "What price game?" The lady with just petulance repeated her request with emphasis on the "little." The stupidity of the saleswoman's question as to price immediately dawned upon her. It was not a question of price, but of an article adapted to a child mind. Had the saleswoman known her subject, her judgment would have impelled her to ask, "What age is the child?"

4. **Indifference and Indiscretion.**—The integrity of our conduct has much to do with proper business relationships and success. A spirit of fairness and loyalty is essential in all human affairs, and this is particularly true in a department store, where so much depends upon the conduct and service of the individual. A lack of integrity, however, is sometimes due to want of training and not always the result of a

delinquent nature. We append some practical examples : —

Case 1.—A lady asked for dolls, the salesperson facing the basement stairway said, " In the basement." The lady, her back toward the basement staircase, did not know the way and looked inquiringly up and down the aisle, then appealingly to the saleswoman, who dreamily faced about, ignorant of the lady's helplessness, and allowed her to wander in the wrong direction.

This is a case of indolent indifference that is out of order in a well regulated business house.

Case 2.—A certain saleswoman wrote a name and street number wrong, scribbled carelessly over it and then squeezed the correct information between the lines, making the entire address illegible. The inspectress discovered it and called the saleswoman who replied with a withering look, " I wish you'd 'tend to your own business—just you let that go through an' if I get a blunder, I guess I can stand it."

How far will this policy win out?

Case 3.—A saleswoman got a " blunder " for the illegible writing of an item on a " charge sales check " and instead of signing the blunder slip, wrote on the line intended

for the signature these precise words: "I do not think it right to charge [fine] me for not writing plainly when we are so very busy, besides it is not much trouble to the house."

This case shows failure to appreciate the true spirit of the blunder system. Her method of criticising a policy was indiscreet, however justifiable as to the fine. The same care and solicitude expressed in writing the above explanation had been better applied to correctly writing the salescheck.

Case 4.—A young lady brought her salesbook to have a check "voided," and the usual question of the aisle manager was, "Why is this to be made void?" "Because," she replied, "I did not get the address quite right." She was then directed to see the customer at once, serve her, get the right address on a new salescheck and then the old check would be made void. "But," was the unbusinesslike answer, "the customer has gone, and she did not give me the right address, that's why I want you to void my check; it is only a C. O. D. any way."

Here we have an instance of bad service to the customer who left the store with the impression

that the goods she bought would be sent to her; and disloyalty to the house, in throwing away legitimate business. This and the preceding case, while they show an improper spirit, may be due to an inability to understand or failure to appreciate the responsibilities of business life. With proper training, salespersons who make such blunders may be cured of these evils.

Case 5.—A gentleman selected and bought a comfortable from a one-dollar assortment, because the salesman represented it to be lined with sheet wool. This was a deliberate violation of the ethics of business, a species of misrepresentation that no self-respecting house would permit and the salesman lost his reputation and position with that sale.

Case 6.—Two salespeople were laughing in conversation as a customer was inspecting an inexpensive lot of corset covers when she said rather sharply to the salespeople, "Is it unusual for a customer to buy eight-cent corset covers?"

This case illustrates a lack of discretion and courtesy on the part of the salespersons in not apologizing to the customer, whom they let go away in anger, and with the wrong impression that their laughter referred to her. The levity, during business hours, was out of place.

Case 7.—In June, a customer asked for flannelette. The salesman curtly said: "We have none!" and went on measuring and folding goods. The customer thinking she was at the wrong counter, spent as she said, "fifteen minutes trying to locate flannelettes," when an aisle manager conducted her to the counter and, approaching the salesman, said: "Mr. ——— this lady wants flannelette." The salesman eyed the customer and blurted out, "Why lady, don't you believe me?" The aisle manager asked for an explanation and now, for the first time, the salesman made it clear that the flannelettes were put away for the season.

Here we have a decided lack of business integrity, judgment, tact and courtesy.

5. Impatient Customers.—A customer may express impatience at having to wait for a package. The salesperson being the representative of the house, it naturally falls to him or her to manifest an interest in the customer. Under such circumstances, a salesperson has been known to shirk this duty, on the plea of fearing a controversy with the impatiently waiting customer; or the possible charge of personal neglect to deliver the package when the fault lies elsewhere.

If the wait is unusually long, the aisle manager should be notified at once; but in any event the salesperson is required to meet the case. She may assure the customer that her package will reach her in a moment and then do what lies in her own power to make her word good.

It should be assumed that the system of the house is good. If everybody is at his or her post of duty there should be no delays. The inspecting, cash, and store-carrying service of a well-managed house are constantly watched and extra help supplied when needed to avoid blockage and delay.

Impatience of this nature is usually caused, not by a customer's having to wait, but by being unnoticed or neglected. It is the duty of the salesperson to remain with the customer until she leaves the counter, unless other customers require attention. In that event, good form would impel the salesperson to ask the customer to excuse him, promising at the same time to watch for the customer's package. A customer may be agreeably entertained and made to forget about the time she is kept waiting by tactfully interesting her in some other goods striking in design or interesting in workmanship, with the possible result of additional sales.

Case.—Customer had just bought six yards of white flannel requesting the salesman please to have it wrapped without delay. He took the goods to the inspector's desk and, coming back to stack away some pieces of outing-flannel lying on the counter, he ventured to remark that this was a new line of goods just in; spoke of the striking designs, caught the customer's attention and interest, and sold her twelve yards of outing-flannel while waiting for her flannel to be wrapped.

Should a customer be impatient because one of a surging crowd around some busy counter, a pleasant word here and there, an expressive look or meaning nod indicating a desire to help those unserved will have good effect.

Case.—Upon one occasion, during a rush of trade in a busy ribbon aisle, an impatient antagonistic throng was made to melt, as if by magic, into a merry multitude of one mind. Chatting pleasantly and with a sense of expectant interest and mild rivalry they patiently waited their turns and in good humor sometimes missed them, because some aisle manager knew enough to say a pleasant word, first to this one, then to the other, making all feel as though some one had an interest in them and a real anxiety to care for their wants.

6. Attending to More Than One Customer at a Time.—It frequently happens that when a salesperson is busy with one customer, another claims attention. Often a word in response will satisfy the claimant, but when necessary to give more attention, leave should be asked of the customer in hand. Permission is usually given, and when returning to the first customer an apology for the interruption is in good taste. Should the first customer, however, demur, the second should be assured that the salesperson will be at her entire disposal presently. It is only upon rare occasions that a customer insists upon exclusive service. With a timely use of tact, a salesperson can meet conditions and make adjustments to the satisfaction of all. Every clever salesperson knows how to wait gracefully upon more than one customer at a time. This is a talent that should be assiduously cultivated by the inexperienced.

A point in her favor, and often direct profit, comes to the salesperson who notices a newly arrived customer. Those of experience know this and, *without giving the slightest offense or inattention to the customer in hand*, have attained a skill in serving a *second* and even a *third*, by placing before them goods asked for.

Some lines lend themselves readily to this end. In selling Valenciennes laces, a certain saleswoman has waited, at one time, upon seven distinct customers.

It is always in order, whatever our merchandise may be, to give a glance, a bow, or an occasional word conveying an expression of interest in those unserved that they may wait more patiently for their turns.

There is always an opportune moment when a salesperson may ask to be excused, step up to the last customer, request her to be seated, adding: "In a moment I will wait upon you," or "I can take your order presently," and thus give the assurance that it will be best for the customer to wait. Then, at the earliest possible moment, by her exemplary service and conduct, the salesperson should impress the customer with the idea that her waiting has been *worth while*. It is in this manner that enterprising salespeople build their business, win an exclusive trade, and hold self-commanding positions in their respective lines.

7. **Best Service Due Each Customer.**—The whole structure of business rests upon the good-will of the community. The life of retail merchandising depends for its existence upon each

separate customer, whose support contributes in part to the good of the salesperson individually, as well as to the house he represents.

The economic conditions of society; the numerous unwritten rules and laws of barter and exchange; the element of competition, and the logic of the right of might have given rise to the settled principle that the customer belongs to an isolated, independent and privileged class, to which the merchant and the salesman must bow. This principle must be recognized before the salesperson can realize the relationship existing between himself and the buying public.

During a rush, and at other times, too, there may be a tendency to slight a customer because previous customers having had our best attention, we feel that we may now relax our service without serious harm. Such an idea is fallacious. The reputation which springs from good service to the buying public in general, rests upon the best service rendered each individual. Whether a customer comes early or late—the twentieth or the hundredth, she is still an integral part of the whole buying community upon whose grace and support we in business rely, and who thus deserves the same consideration that we concede to the first.

Considered even from a narrow and personal point of view, practical experience substantiates the fact that often the last customer has been our best, both in point of pleasure in waiting upon her and in the extent of her purchases.

The ideas of a progressive retail merchant, as to the value of the customer, are indicated in the following:

> *Illustration.*—"May I make this idea of the value of the customer stronger by suggesting the thought that, if by a direct statement from her, or by some unconsciously insinuating manner she impresses us with the idea that *she* extends to *us* a *favor by her presence and money*, rather than that *we* favor *her* by *our presence and merchandise*—even then, we must concede her prerogative; although we are conscious of the fact of giving her value for value, or even greater value for lesser."

8. Directing Customers.—An employee should know where merchandise is kept. Should it happen that he does not know, a generous fellow feeling, if not good business sense, ought to impel him to inquire before attempting to direct a customer. It is a positive crime wilfully to misdirect. To do so through indifference or thoughtlessness is an offense which no self-

respecting person would commit. If we do not know, let us frankly say so; but a prudent, kindly-disposed person would immediately add, "but just wait here, and I will find out for you."

From a large number of cases at our disposal, illustrating misdirection, we quote this:

> *Case.*—An old lady, on the first floor, within fifty feet of the clock department, asked for clocks and was sent to the seventh floor. Wandering about for ten minutes, she ventured to inquire of another employee who, with seeming ignorance or thoughtlessness, sent her to the fourth floor. Coming from an employee, why should this direction not be correct? So with natural good faith, the poor woman found herself confused and nervously wandering amidst an array of household goods looking for a clock. An aisle manager approached and asked if he could serve her. On hearing her story, he took her to the elevator and conducted her to the clock department.

Some one says:—"What a silly old woman!" Would that "some one" say, or even think, this of a friend or guest in her own home? We would not care to know any one so inhospitable. A store's visitor is its guest, the proper reception and treatment of whom falls to the salesper-

son. If the situation were reversed we, in the customer's place, would naturally resent being wrongly directed.

9. **Protecting Stock.**—While salespeople are primarily engaged to sell merchandise, the stocks are under their especial care and protection. The watching of the stock is a matter of great importance and possibly one to which too little attention is given. It cannot be denied that now and then some article finds its way out of stock without being legitimately accounted for. No one has the authority to remove an article from stock without giving in return for its value either a salescheck, a memorandum charge check, a transfer of stock check, or a subslip. This is a condition the salesperson in charge has a right, and is expected, to demand. Anything missed from stock should be reported. The question of complete loss of an article is of more concern to a house than is a partial profit on that article. The salesperson must do all in his power to prevent his stock's suffering depletion in any irregular way.

It is expected that those employed in a store will have the integrity and strength of mind to guard against the temptation to meddle with the

stock or remove an article, the price of which can never compensate for lost self-respect, the esteem of friends, the value of position, and the terrible penalty of criminality.

The temptation of the weak-minded from outside to appropriate what is not theirs may be offset by the salesperson's vigilance. If the designing know they are likely to be seen, they will not attempt to tamper with goods on display. An attitude of circumspection, on the part of salespeople, will have the wholesome effect of deterring the meddling, or the evil-minded from wrong-doing. This means one must be "eagle-eyed" and not indifferent—alert to one's surroundings and not abstracted. Beyond this, the salesperson must be careful to do nothing, except to report to the aisle manager anything suspicious.

10. **Illegitimate Sales.**—Evidence of a want of suggestive salesmanship as well as an expression of turpitude is shown in certain misrepresentations to force a sale, fictitious C. O. D. sales, padding sales books, etc., which long ago have proven snares to the salesperson who stoops to such subterfuge. While the system of exchanging goods in most houses is liberal, it is unfair

and suicidal for a salesperson, solely for the sake of effecting a sale, to suggest the feasibility of exchanging the goods if not satisfactory. This is weak and inferior salesmanship. A person hoping to succeed with so little trust in himself or his goods, confidence in his house or respect for his customer, will shortly find he has been deceiving himself.

If a customer is undecided, a little good judgment and a knowledge of the article's good points is usually sufficient to sell it satisfactorily and permanently. Unless merchandise is well sold, it had better not be sold at all. A loss of many dollars results from the expense of sending out and bringing back poorly sold goods, and from their depreciation in value by being mussed or soiled. Sales of this character reflect discredit upon the salesperson, and when a record of the returns is kept, this detracts materially from his value.

11. **Marking Prices.**—The invoice department is the only legitimate place in which goods are to be price-marked. Goods must never be marked "on the floor," or in the department; never by any one unauthorized to mark; and always in red ink, blue pencil or by some other distinguishing

character. This is a matter of such peculiar importance that no person, who values his reputation, will forget that arrangement must be especially made for the exception. Prices, although poorly or wrongly marked, should never be remarked or changed without authority.

12. **Assisting in Other Sections.**—There are times when the centre of trade shifts from point to point. This is due to numerous causes; as, a change of seasons, conditions of the weather, removal or reduction sales of certain stocks, special and bargain sales, a temporary rush at certain counters, etc. The need for marking goods in the invoice department sometimes requires "sales" help.

At such times the request is made of salespeople to meet the shifting scenes of activity. A thoughtful, loyal man or woman will respond with good will. The life of a department store and the success of its management depend upon the principle of the conservation of energy. If one's counter or department is busy and another's is not, his services may be required at the busy point for a time. When requested to change, a salesperson should not permit a caprice or mood to influence him to show disapproval. The

newer and less experienced sometimes express thoughtless murmurs of opposition to any change. This is unwise, unbusinesslike, and opposed to their best interests.

These changes, either of a temporary or permanent character, sometimes directly profit the salesperson by securing for him a more congenial or a better paying position.

13. Criticism of Employees or Departments.—While criticism is, of course, inevitable in the conduct of human affairs, all rational people take as helpful and stimulating that which is just, intelligent, and kind, and so do they resent an unjust, passionate, or unkind criticism which can only be destructive and depressing. An honest, necessary criticism always makes for the best end, while too often do we see an inconsiderate criticism serving only to irritate and fall short of all useful purpose.

The evils of short-sighted and hasty criticisms, unfortunately, play too important a part in our business life. Individuals on the inspecting force disparagingly criticise the action of those on the salesforce; while the latter recriminate the former, each quite oblivious of the true purposes of the other.

Let us learn to be slow and discreet in our censure and never condemn upon insufficient evidence.

Possibly the Bureaus of Accounts, Transfer, and Delivery are those most subjected to unjust criticism.

A customer complains to the salesperson of not having received her goods, the salesperson in needless self-defense immediately charges "fault of the delivery," when in reality the fault may lie in a wrong address, a delayed salescheck, an error of inspection, delay in the work or stock rooms, etc. This, like all other inconsiderate criticism, does not justify the error. The customer does not discriminate; neither is she interested in knowing who is at fault. For a salesperson to attach blame to any one branch of a business affects the whole. Discretion and wisdom would forbid any criticism as needless and unjust, since it creates in the public mind a lack of confidence in what may in reality be a superior service. How much better to sympathize with the complaining customer and justify ourselves by suggesting a cure for the complaint, instead of charging "fault."

14. Complaints Divided as to Fault.—As a

matter of interest we subjoin a table of figures which are based upon an actual experience as to fault, including eight classes as follows:

25 % fault of customers
22 % " " inspectors { shortage 15 per cent. / wrong goods 7 per cent.
16 % " " selling depts. { salespeople 8 per cent. / delays in depts. 8 per cent.
14 % " " no trace. Apparently in majority of cases fault of inspection.
10 % " " delivery.
6 % " " R. Rs. and Express.
5 % " " claims for defective goods.
2 % " " transfer dept.

The highest percentage of fault lies with the customer. We must not conclude from this that we can censure or hold that class for any remissness. We must consider the customer just what she is, a privileged and irresponsible factor.

15. **House Correspondence.**—Discredit and injury are sure to fall upon a house where carelessness or ignorance in the treatment of its correspondence is allowed. The following principles are fundamental, and obligatory upon employees of every rank, in a house where business-like procedure is essential to its success.

(*a*) **House Correspondence Not Personal.**—

Letters or telegrams relating to house business, although addressed to salespeople, belong to the house and should not be treated as personal property. They should be received and *answered* by the correspondence department and through no other source, so that replies and contributary correspondence may be classified and recorded.

Business intercourse at the counter may result in future orders by mail and other subsequent correspondence. To insure proper attention and safer service, all such correspondence should be addressed in the name of the firm and not in the name of the individual at the counter. The salesperson's name, however, may be embodied in the letter.

(*b*) **No Communications to be Destroyed.**—"For salespeople, heads of stock or any of the routine force of a house to destroy a letter, telegram or communication concerning the business is a crime." There are files for the preservation of communications received, and letter presses to record copies of those going out. To lose a communication is a serious blunder and a breach of trust.

(*c*) **Never Neglect Answering.**—An employee holding a letter unanswered is guilty of culpable negligence.

(*d*) **Letters Containing Value.**—The receipt of a letter containing money for merchandise and personally addressed to any employee makes it "incumbent upon the recipient to put the money in the proper channel for credit and acknowledgment. Mere payment through the cash system by salescheck is not sufficient."

(*e*) **Communications for Two or More Departments.**—Upon the receipt at the first department, the communication should be noted and immediately passed on to the following, and so to the final department and there filed. Neglect to pass letters in which other departments are interested causes great vexation to customers and discredit to a house.

(*f*) **Wrong Delivery of Letters.**—Should a letter reach a department by mistake, it should be instantly returned to the correspondence office.

(*g*) **The Correspondence Department.** — To avoid poor writing and bad English, all house correspondence should be referred to the proper and responsible authority, the Department of Correspondence, where everything going out is typewritten and recorded.

The use of the full name is required in every instance, as in bills, saleschecks and general cor-

respondence. When the full name is known, it must never be abbreviated; as, W. Smith for Watson Smith. Such abbreviations display ill breeding.

Case.—S. Anton Markoe, Bloomsburg, Pa., is the shipping address given. It is written S. Markoe and the express package delivered wrong. The customer justly considers himself improperly treated. A letter follows addressed S. A. Markoe and this is only less disgraceful.

In matters pertaining to business a married woman must always be addressed by her married name when that name is known. A letter is received signed H. E. Carpenter and below, in usual form, the words, "Mrs. John Carroll Carpenter." To address the answer to Mrs. H. E. Carpenter is very bad form.

(*h*) **Orders for Merchandise.**—Orders for future delivery of goods should be fully recorded in the Order Memorandum Book at the respective counters, and not on indiscriminate scraps of paper perhaps to be carelessly carried about the person. Orders on Memo must be kept under constant review. "Should inability to fill an order as promised occur, a prompt, full and courteous notification must be made to the customer."

Delays and broken promises are most hurtful and a salesperson is utterly inexcusable if he, or she, fails to use every means to make all transactions complete.

In closing this chapter, the author can only hope that the student has been made to realize its importance, and that he has been brought nearer a solution of the problems of Service and Conduct in the pursuit of his business.

CHAPTER V

THE KNOWLEDGE AND CARE OF STOCK

IT is an axiom that the man who does not know his stock cannot sell his goods and he that has most knowledge can sell with most intelligence, confidence, and surety. Without a proper conception of the purpose, form, and substance of his merchandise, the salesman may expect little success in his vocation.

The extent of one's knowledge of stock in its various essentials is the measure of difference between the expert and the novice. If, in mental vision, we draw a graduated horizontal line and see at its left, a raw, unsophisticated youth as he enters the department for the first time, and at its right, the buyer with his long service and expert knowledge, we may appreciate the grade of selling ability represented in the average store. No salesman is thoroughly equipped whose stock knowledge does not indicate figures close to the right end of that line. Direct contact with merchandise and those who know it is essential.

We will discuss, in this chapter, seven elements of merchandise with the view of stimulating a breadth of interest in details; to train the mind to cognize differences and resemblances and to add character and force to the man who sells goods so that his talk may bristle with intelligence, ingenuity, and experience.

Stock is also considered as to its neatness, arrangement, and display. There are three directions in which a stock must be known, viz.:

1. As to Location.
2. " " Quantity.
3. " " Quality or Kind.

We shall consider these in the order named.

1. **Knowledge of the Location of Stock.**— A systematic arrangement is imperative. Whether the goods are kept in covers, boxes or loose upon shelves, the particular place has to do with grade, style, size, and price. Some merchandise, as for instance books, is arranged in sections. This local order is arbitrary and must be learned by the salesperson. If one does not know *where* the stock is he labors under a disadvantage and his value at once depreciates.

It would be a decided lack of tact for a sales-

person to say, as one once did to a customer: "I am new here and do not know much about the goods." While this may be quite true, there is no need for the confession, as a narrow-minded customer may feel vexed, consider the salesperson incompetent, and censure the house.

The salesperson, in such a case, should appeal to some more experienced person at the counter. Good management, however, would appoint some responsible salesperson to safeguard a new "sales," and "pilot her safely through the shoals of adversity." The effects of not knowing the location of stock may be seen in the following:

Case.—A dressmaker's messenger gave the saleswoman a button to match. After looking, she replied, "There are none in stock." The customer asked when there would be some, and the saleswoman said she did not know. When this reply was delivered, the dressmaker, annoyed at the treatment received and much to her personal inconvenience, went to the store herself, where two days before she had bought the same buttons. They were there in large quantities and had been for weeks past. This incident lost to the house for a time a valuable patron, for it was some months before a reconciliation took place. This meant the loss of many dollars.

2. **Knowledge of the Quantity of Stock.**—A knowledge of the quantity of stock is to a business what a thermometer is to the temperature. Regulation of stock, both as to quantity and variety, must be observed. When a line runs low, or goods called for are not carried in stock, the buyer ought to know it. There must be a constant review of stock so that all old, backward, or surplus stock, odds and ends, remnants, broken lots and shop-worn goods can be pushed to the front and closed out. While responsibility for "quantities" rests with the head of stock, all salespeople are required to know stock as to quantity.

No orders for goods should be taken unless the merchandise is at hand or can be supplied. A violation of this rule too often results in a serious breach of contract by an unwarranted substitution, and also in disappointments and annoying correspondence.

Case.—Among many remnants on sale, there were two pieces of brown serge of slightly different shade, either of which suited the customer. She ordered and paid for six yards. The salescheck was made out, stamped paid, and the customer departed. When the goods was measured, it was found

that one piece contained seven yards and the other five. Here was a dilemma. The five-yard piece was too small. To cut one extra yard from the seven-yard piece would make two pieces to which the customer would object; besides they would not match. To cut six yards from the seven-yard piece would leave an almost worthless remnant of one yard. Were the customer present to decide, the five-yard remnant might have suited her purpose; or the seven-yard remnant might have been bought. An error was made in closing the sale before it was completed. No schedule should have been made out, no money taken, nor should the customer have been allowed to leave until the salesperson knew the customer could be satisfied. [Of course, in this case she was made so, but at a loss to the department.] As these "remnants" were piece goods on the board, it was incumbent upon the salesperson to measure the ends so as to *know the quantity* of goods on hand before a contract to sell was entered into.

3. **Knowledge of the Quality or Kind of Stock.**—This is an extensive subject, limited only by the salesman's capacity to know the form, substance, purpose, and history of the articles comprising his line. The young woman whose lack of training in stock knowledge is evidenced

by such forms of expression as, "It is awfully nice," "awfully good," and "awfully cheap," can only merit the disapprobation both of her customers and her employers. In the attempt to sell goods, we see displayed every shade of ability, from that suggesting the working of a mere machine, to the highest forms of the selling art, in which the intuition of the individual, the intellect, the imagination, and the power of invention play leading rôles. High-grade selling is based upon high-class stock knowledge.

The term, "magnetic salesman," has been applied to a certain man of the author's acquaintance. He is magnetic because he knows his business and makes that knowledge vital by the expressive power of enthusiasm, courtesy and earnestness. He is saturated with information pertaining to the purpose, history, and constituent parts of his merchandise. The young and inexperienced salesman may not have this man's capacity for stock knowledge, but he may approximate, and in time equal, if not excel, it. Some salesmen have carried their business to such a degree of perfection as to be recognized specialists. We respect them for their knowledge, and like to hear them talk upon the sentimental or the practical elements of their wares. It is

this class of men who occupy influential and commanding positions in business.

The novice will gain a competent knowledge of his line by observation and reflection. Much may be learned concerning his merchandise from the factories' representatives, demonstrators, stock-keepers, and other salespeople, or from reading trade journals, periodicals, reference books, manufacturers' printed matter, and anything bearing upon the business.

Inquiry of the buyer is always profitable. There is no buyer who comes into direct contact with the producers of merchandise for personal or home use, either locally or in the markets of Great Britain, France, Germany or the Orient, that has not a vast fund of stock knowledge; who is not rich in the traditions of the people he visits and the historical associations of the merchandise he gathers. Many valuable and interesting suggestions concerning his stock may be had from him by the salesperson whom he thinks is seriously in earnest.

The proper use of these sources of information and the application of intelligence to his business distinguish the leader from the ordinary salesman, and place him in a situation which naturally commands an abundance of the best trade.

The author once heard a man in business express the opinion that, on account of the extent and variety of stock now carried, the department store salesman need not possess any skill, beyond being courteous and attending to the wants of the trade. What a great mistake! A man buying a trunk, then, need only be promptly attended to and courteously told that the trunk (paraphrasing the words of the salesperson previously quoted) "is awfully cheap and awfully nice, and has an iron bottom which makes it awfully strong."

Selecting some article of merchandise, we find it embodies certain characteristic elements comprehending the following:

(a) Purpose or Use.
(b) Constituent Elements or Parts.
(c) Make or Construction.
(d) Style or Design.
(e) Finish or Effect.
(f) History or Sentimental Value.
(g) Price.

No salesperson can be said to know his stock without a knowledge of these various essentials. What a rich and multitudinous array of details does this classification involve! No line of merchandise can be mentioned that has not its

expert, enthusiastic exponent. Our purpose is to encourage and enthuse the inexperienced to become exemplars in their various lines by pointing to where ingenuity, experience, originality and inspiration have a share in the design and execution of a selling talk from the view-point of stock knowledge.

While the salesman must possess (and all experts do) information comprehending minute details of his line as embodied in the above classification, he need not, upon the slightest pretext or upon every occasion, tell *all* he knows about his goods to a customer. An excess of detail wearies the mind and distracts the attention. Interesting points must be shown, reserving the strongest to the last. A clear exposition of the leading facts about any one element of an article may be sufficient to cause its sale. The fuller knowledge should rather be regarded in the light of reserve force to be discreetly used as occasion demands. A mastery of the entire subject, however, is essential to be completely successful.

The trouble lies mainly with the new salesperson who, though desirous of success, has hitherto lacked proper guidance. A systematic study of his merchandise will revolutionize his present

methods, or lack of method, and win for him increasing sales.

We shall now discuss the elements of merchandise, beginning with:

(*a*) **Purpose or Use.**—The object of its being may be asked of any mechanical product, and the man or woman who undertakes to sell an article ought to know something of its use.

> *Case 1.*—A lady asked a saleswoman selling silverware to show her something for cracked ice and was brought a fern dish. The customer immediately avoided that saleswoman and would have avoided the store had she not been a regular patron.
>
> *Case 2.*—On the same occasion [silver sale] a customer asked the salesman where she could get "something to turn cakes" (meaning, of course, the department for kitchen utensils), when he offered her a plated fish fork as something suitable.
>
> *Case 3.*—A man selling jardinières, pedestals, and a line of large china pieces, replied to a customer's questions in a series of negatives; when the customer turned on him with the exclamation, "If you are selling these things by what you *don't* know of them, let me advise you to quit!"

It is possible, by a stray chance, that an article

may sell in spite of the salesman; but to depend upon the chance of a thing's selling for its use, or upon its merits or appearance, will bring few sales and eventually close the store's doors. A knowledge of the use and value of a thing is necessary when bringing its merits before the public. This must be done either by advertising or by personal representation. The latter is the most logical and direct method, and the art of salesmanship is a well-known and recognized quantity in producing results.

Let us take, for illustration, the book in the reader's hand as the subject of a sale. The presumption is that it has merit, yet this merit may not be apparent to the prospective purchaser; but let an enthusiastic knowing book salesperson take the subject in hand, and what a revelation of interesting facts may be opened up before the mind of the customer, when he is told the purpose or object of the book is,

1. To classify the principles underlying department store Salesmanship, Deportment and System and present them in a clear, definite, and comprehensive manner for the contemplation and profit of the salesperson.

2. To show that salesmanship is a science and an art. That the Intellect, the Imagination, the Emotional Nature and the Will are

auxiliaries in the execution of a sale, bringing the salesman into harmonious relationship with his customer.

3. To elevate salesmanship to the dignity of a profession and give the community an enlightened service. [The highest conception that some of the new and inexperienced have of salesmanship is, to lean with hands folded behind them while a customer is permitted to approach, examine and select goods without help or assistance, until he requests the salesperson to have the goods wrapped.]

4. To sell goods by a demonstration of intelligence; otherwise they lie by unnoticed. [The highest standard of salesmanship is that displayed by the enthusiasm, interest and knowledge of the man who sells a bill of goods which the customer had no idea of getting, and for which she thanks him for his courtesy and assistance in selecting.]

5. To contribute to the salesperson's strength and value in his business, so that it may bring him promotion and greater compensation. [We do not always deserve these, and circumstances are not always propitious for promotions or increases. On the other hand, an illiberal or insincere policy is ample justification for changing a position.]

What has been said of the purpose of this

book may relatively be said of any other thing for sale at the pleasure or need of the salesman, if he will but be informed. All things have their uses and a man cannot be said to know his business unless he has the ability and the industry to analyze his merchandise for points of interest and use.

(*b*) **Constituent Elements or Parts.**—Every article of merchandise has component parts whether a fur coat, a corset, or a canopy. The dress goods, silk, and linen man must have knowledge of textiles; the shoe man, leathers; the furniture man, woods—so that each may take an authoritative position in relation to them and, if necessary, convince the customer of differences and values.

A washing-machine may be selected and ordered sent, but to *sell* it the salesman must know the location and names of its parts as, body, cylinder, cover, perforated interior, cross-ribs, corner protectors, gears, bolts, ratchet, crank, handle, faucet, corrugated lining, fly-wheel, supports, etc.

The clothing salesman should know the place and use of buckram, wadding, and haircloth in a coat; the bedding salesman that of ticking, felt, hair, moss, peat, feathers, down, etc.; the

piano salesman something of the instrument's action—its hammers, flangers, stickers, checks, jacks, dampers, etc. Thus each line has its own particular elements, an intimate knowledge of which is necessary for an intelligent expression of opinion.

Indicating the component parts of a book, the salesman would turn to its *contents* and read them to the prospective purchaser. He would add force to this exposition by a brief, general description of the parts of each chapter. If this statement failed to sell it, he would have recourse to some other feature.

(*c*) **Make or Construction.**—The peculiarity of construction embraces a wide range of facts and suggests extensive comparisons in the sale of an article. Every maker claims for his product some one or more particular properties as, durability, lightness, pliability, form, color, or beauty. Unless trained to grasp the ideas of construction, the salesman fails to impress the article's value upon the customer.

So simple a thing as the yoke of an undergarment, the binding of a man's hat, the clasp of a pocketbook, or the rubber tip of a pencil may have peculiarities of make ; and, although evident to the sight, the advantage of such distinguishing

features must be shown if interest is expected to be aroused, or many sales made.

In selling a washing-machine upon the basis of its construction, a description of some of the following advantages would be apparent: all metal parts aluminum coated; no complicated clutches, cams, or springs; reinforced hoops; steam and water-proof tub; external mechanism which prevents catching and tearing the clothes; made to wash laces or carpets; balance wheel makes easy motion either slowly or rapidly; accessible corners so as to be easily cleaned; light in weight, and thus easily handled.

(*d*) **Style or Design.**—Style and design are topics of interest in merchandise that appeal strongly to the intellect and the emotions. Some articles have their strongest interest in these elements, particularly those of personal wear and certain decorations and home furnishings.

Style involves consideration:

(*1*) *Of Personality*, as a clergyman's dress would differ from a business man's; a youth's red four-in-hand tie would ill-become silver locks.

(*2*) *Of Complexion*, as a blonde would appear better in blue than in orange; a brunette in red than in purple.

(*3*) *Of Figure*, as small checks or figures bet-

ter suit large persons, and large designs or striped effects better suit small persons.

(*4*) *Of Station*, as the decorations suitable for a palace would not be submitted to one furnishing a modest two-story home; nor an opera hat, to a day laborer.

(*5*) *Of Culture*, as articles of adornment and use would be considered in relation to the taste and means of the customer, the object, however, should be to sell the best possible. A customer's taste is often susceptible to improvement.

Design implies adaptability:

(*1*) *To Use*, as the furnishings of a library would differ from those of a bedroom; a drawing-room lamp from a stable lamp.

(*2*) *To Time*, as merchandise suitable to one season would not be so to another.

(*3*) *To Occasion*, as the dress for a wedding would differ from that for a progressive euchre.

(*4*) *To Cost*, as securing maximum effect at minimum expense in certain decorations.

A knowledge of design and style is required by the salesperson who sells men's and women's neckwear and furnishings; clothing, hats, shoes and millinery; dress goods, trimmings, silks and laces; fancy and art goods; upholstery, furniture

and decorations. Some of these lines require an extraordinary degree of taste and culture and knowledge of proportion, arrangement and color schemes in the fullest application of design and style.

The wisdom of the salesman would prompt a mastery of these elements, as he who fails to appreciate their worth, neglects the opportunity of increasing his value and his business.

(*e*) **Finish or Effect.**—Under this head we also find a variety of interesting points. If a customer is undecided in the purchase of an article, whether plated, lacquered, japanned or finished in some other form, a knowledge of the processes of finishing and their respective advantages will be most opportune.

There is a difference in the finish of a ten dollar overcoat and one of twenty. A clothing salesman could not be expected to sell the latter unless he observed this difference and showed the advantage. The effect of any article of personal wear or home decoration must be cognized and understood by the salesman if the impressions on the customer would be heightened, or his interest aroused to the degree of purchasing.

Finish has to do with:

(*1*) *Attractiveness*, as the difference between

a glazed and a dull surface; a flat and a plaited border; a rough and a smooth edge; a plain and a carved exterior.

(*2*) *Use*, as a revolver finished in gun-metal is impervious to perspiration, and also designed for use in the dark.

Effect has to do with:

(*1*) *Use*, as seen in case of the revolver just cited. The effect of nickel-plate finish would be a flash in the dark.

(*2*) *Demonstration*, as seen in case of the washing-machine whose advent saves health, strength, patience, time, wear and tear of clothes.

(*f*) **History or Sentimental Value.**—Everything in the realm of merchandise has a history. To what extent is this element of an article known? The man who is interested enough to study the history of the product he handles is the enthusiastic, interesting, successful salesman—a man of authority, a leader and an expert.

There are some goods so enwrapped with historical associations that their sale depends entirely upon this element; as, certain Oriental rugs, real laces, antiques in andirons, fire screens, clocks, silver and chinaware, bric-à-brac, pictures, colonial furniture and draperies; but we need not stop here—an ordinary kitchen utensil of merit

may have a historical interest which appeals to the housewife.

To know the motive of its inventor; the various stages of development, change and improvement in its perfection; the struggles and triumphs in its completion, are matters of value to any salesperson to know. To argue that it is impossible always to know these matters of history does not militate against their value or importance. The trouble lies in failure to investigate. Proper research will often result in valuable points of historical interest and thus broaden the salesman and increase his sales.

Some customers are won by argument addressed to the reason; others by an appeal to self-interest; many by influencing their emotional natures. An interesting description of the historical element appeals to the emotions.

(*g*) **Price.**—The price of an article should be the last thing spoken of by the salesperson, unless indeed, price is its strongest point, which is not always the case. The principle of good salesmanship is to sell the *best* grades of goods, which are always higher in price, but really cheaper in the end. A customer may be prejudiced at the start when she hears the price mentioned, but this prejudice may not arise after the

article's good points have first been shown. In this case the price ordinarily fades into insignificance, if not, this scruple can usually be overcome by a salesperson clever enough to have otherwise made good impressions by an enlightened interpretation of his stock knowledge.

4. **The Care and Arrangement of Stock.**—In Chapter VII we have shown that the progress of selling depends upon the art of making pleasing impressions. That which contributes toward this end, as well as to the salesperson's ease and facility in filling orders, is an attractive, clean, and orderly arrangement of stock.

During the progress of business, the stock necessarily becomes disarranged. This condition must not be permitted to become chronic. Good storekeeping requires all superfluous stock to be returned immediately to its original box or shelf.

A striking illustration of the value of an attractively arranged stock may be seen in the following:

> *Case.*—For two days a contingent counter was piled high with a variously colored, heterogeneous mass of upholstery remnants. Some one aptly termed it, "a beautiful bunch of rags." The eye saw, but was not attracted. On the third day a salesman,

who had been a custom tailor, stepped into the counter and, to "kill time," as he expressed it, began to set up the remnants into conical shaped forms.

The effect was striking. In an hour another salesman was called to help wait on the trade. The display was kept up, and instead of taking the counter "off" that day, as had been previously contemplated, it ran for the week to "big" business.

Care of stock comprises not only arranging it according to size, grade, and price; but keeping it clean. Dusty goods, smutty counters and cases, or soiled merchandise are as offensive to the eye as ill-chosen words are to the ear. Constant attention to the care of stock is needed.

The value of an article, although new and fresh, has been known to depreciate materially in the estimation of a customer when taken from a box covered with dust. Such a sight might cause a prejudice to arise in her mind that would tax the ingenuity of the salesperson to overcome; if, indeed, the impatience of the customer has not caused her to leave the counter with the erroneous, though justifiable, impression that old or shop-worn goods have been offered to her.

Case 1.—A lady asked for lace. A box heavily coated with dust was set before her.

The open end of the box showed siftings of dust within. The outside edges of the row of pieces of lace were soiled. The lady frowned in remembrance of a recent experience. When the first piece of lace was removed from the box, she exclaimed, "I was politely refused the exchange of a piece of lace because it was soiled. Will you be good enough to let me see something clean?"

Case 2.—In the purchase of an expensive pair of shoes, a customer was not well fitted. That same day she purchased a gas lamp which, when sent to her, leaked. Three days later, when buying dress goods, she desired a pattern from a piece on display. The salesman imprudently shook out a collection of dust which, scintillating in the sun's rays, made directly for the customer. To get away from the impending storm, she gathered up her skirts, her purse, and her two friends, and with a resolute purpose said, "This is beyond my patience to endure —come." A bill was shortly paid and an account withdrawn. The dust episode was "the last straw."

The effect of laxity in the care of stock is to give the impression of a low tone of business. We have seen how it results, not only in the loss of a single sale, but in the discontinuance of the

patronage of a customer. This reflects discredit upon a house, and the lost customer's influence upon her friends may cause irreparable and general loss of trade. Nor does the disadvantage fall alone upon the house. Failing to realize that her interests and those of the house are identical, the inconsiderate salesperson may suffer either discredit or the possible loss of position.

A stock, once arranged and in order, requires little effort to keep it so; when permitted to get beyond proper care, stock keeping and cleaning become a task that should be clearly brought to the attention of those whose neglect of duty has caused the disorder.

Important as is the care of stock, a salesperson's primary duty is to sell goods. Should she be engaged in dusting or arranging stock, an approaching customer must have instant attention. This is her prerogative. It will not do to procrastinate—businesslike service would not permit this, nor to ignore the customer, or dismiss her by referring her to some other salesperson. Such instances have disposed customers to feel neglected or vexed. No salesperson can afford to show, nor will any good management tolerate, an uncertain disposition to serve a waiting customer.

Displays, from time to time, should be changed in character or moved to some other point. They should represent a variety of merchandise. New lines add to appearance and extend the improvement. Preference should be given to simplicity of arrangement, so that much may be taken in at a single glance.

In closing this chapter on the Knowledge and Care of Stock, we do so with the assurance that the novice who will apply himself will profit by the principles enunciated herein; and that the older "sales" will be stimulated to a higher purpose and a truer aim in his Profession of Salesmanship.

CHAPTER VI

SUGGESTIVE SALESMANSHIP

It is a physical impossibility to extend to a customer any service worthy of the name, unless the salesman knows and appreciates the value of suggestiveness in selling.

The salesman who apprehends the principles of stock knowledge [Chapter V], who has the faculty of logically analyzing the form and substance of his merchandise, and who recognizes the value and use of business intercourse by appealing to his customer's faculties and feelings [Chapter VII] has perfected himself in suggestive selling.

With an intimate knowledge of his merchandise, and a resultant closer communication with his customer, comes also an intimate knowledge of that customer's disposition and desires. Thus strengthened, the salesman is in a position to make valuable and fruitful suggestions to his customer, to command a personal following, and to become a contributing and profiting factor in the building of a business.

The principle of suggestive salesmanship, then, comprehends as its basis a knowledge of merchandise and of human nature; and the wisdom of the salesman is shown in the cultivation of these factors.

In contradiction of this principle, too frequently is seen a salesperson standing by his counter in a listless state of reverie, with no proper conception of the nature of his business or apparent interest in his customer who, examining the goods on display, would gladly welcome from the person in charge some intelligent expression of opinion concerning his stock.

Again, a customer requires something, is anxious to be suited, and the salesperson wants to sell, feels foolishly helpless and is losing business; because, first, not knowing his stock, he fails to be the positive factor he should be in the transaction of selling and, second, not knowing human nature, he cannot enter into the customer's wants or feelings, draw inferences or suggest ideas. In such a case, neither the salesman nor the customer profits in his business relations as he should.

This, to use a contradiction of terms, is a service that does not serve; unless indeed, to reflect most positive discredit upon the ability of the salesper-

son and incidentally upon the house so poorly represented.

Usually, in such cases, the salesperson is more helpless through a lack of training, than he is derelict in the execution of his trust. To offset this delinquency is the aim of this chapter.

1. **The Value and Use of Suggestive Salesmanship.**—Later on, we write of the need of making a personal interest and, by suggestive displays, attracting and creating trade at the counter.

We shall for the present assume these, and suppose that the customer is now before us, citing the following case which shows how by suggestive salesmanship, upon one occasion, shoes were sold to an entire family.

> *Case.*—In the early spring, a gentleman, wife and two children, on their way to the shore, entered the shoe department to purchase a pair of canvas shoes for the lady. The salesman, having sold them, noticing that the man wore a heavy winter shoe, suggested the seasonableness of the canvas shoe, mentioned that they had a new line of such goods for men, and finally asked permission to show them. An expression of doubt fell across the gentleman's countenance, but the intrepid salesman, assuming not to notice it, quickly

dissipated the look by gracefully presenting the shoes. Knowing shoes, he soon impressed their points of merit and sold a pair. The customer smilingly said he had no notion of buying shoes for himself. The salesman complimented him for his discretion and assured him of the wisdom of his selection. Having made a good impression, by his interest and courtesy, the salesman's courageous announcement that he could sell two pairs of shoes for the price the man paid for his, somewhat startled him, but the salesman smilingly explained that he had in mind children's shoes, and thought his services to the man were incomplete in not having fitted each of the children with a pair of shoes. The man protested, but the principles of suggestion and tact triumphed—the man agreed with the salesman, paid for two more pairs of shoes, and the grace and thoroughness of suggestive salesmanship completely won the interest and confidence of the customer.

The cynic may say: "An easy mark." Undoubtedly, in the hands of a master; yet, thus to reproach the customer is unfair, for it is true that we are all susceptible to impressions well made. We think a certain way, until some one who knows how shows us another point of view, and we willingly agree with him if his idea is well-

founded, and thus we are convinced. This is the art of salesmanship, and this is suggestive selling, that is to say—arousing in the mind, feeling and will of the customer the want of our goods.

In analyzing this procedure we notice that:

(*a*) The salesman knew his stock.
(*b*) He cognized appearances. [Noticed the man's winter shoes.]
(*c*) He had the power of initiative, *i. e.*, entered into the man's wants. [The man was unconscious of the fact that he wanted the shoes until the salesman suggested the idea.]

2. **Law of Suggestive Salesmanship.**—From the citation of the above principles we deduce the following Law of Suggestive Salesmanship:

With concrete knowledge of stock, abstract knowledge of human nature, and the powers of observation and application, the salesman can make suggestions of profit to himself and of value to his customer.

For the need of stock knowledge, we have already referred the student to Chapter V. For a discussion of human nature and the powers of observation and application, he is referred to Chapter VII.

Tact being an element of salesmanship, it need

scarcely be said that the salesman, when he observed the customer's winter shoes, did not abruptly say, "I see you have on a pair of heavy shoes and ought to wear a lighter pair." Without intimating that he noticed the customer's feet, he delicately suggested the seasonableness of canvas footwear and thereby prepared the customer's mind for what was clear to his own—his purpose of submitting the shoes to the attention of the customer. The latter may, or may not, have caught the "drift of things," but if he did, the suggestion was so opportune that he was bound to give it respectful attention. Thus a customer who had no idea of buying more than one pair of shoes was induced to buy four pairs through arguments addressed to his reason and descriptive illustrations appealing to his feelings.

To argue that the man might have had other seasonable shoes and so was not in need of more, and the observations of the salesman would then have been in vain, would be clearly begging the question. This would be equivalent to saying: take down the displays, close up the counters, dispense with the services of salespeople, and install a series of automatic vending machines to supply the wants of the trade.

It is only by noting the effect of his sugges-

tions, as reflected in the customer's manner and words, that a salesman can expect to place himself in harmonious business relations with that customer.

3. Illustrations of Use and Non-use of Suggestion.—The following idea of suggestive selling is noted in "Waterman Ideal Salesmanship."

> "A customer was heard to cough in the store and the drug clerk was expected to pick up a box of 'Frog in your Throat,' and simply say with a rising inflection and a smile: 'Frog in your Throat?' This method of procedure will in many cases most pleasantly introduce the subject of Fountain Pens. Be on the watch for caps in vest pockets or for other indications that a person uses a fountain pen. Watch as closely for these things as the bootblack scans the shoes of the people who pass by, and act as he acts. It is quite possible that you will see people with ink stains on their fingers and this will give you an opportunity to say,—without of course referring to the soiled condition of their hands,—'are you satisfied with the pen you use?'"

We quote below J. H. Bunning's definitions of "Salesman" and "Clerk," used by him in advertising Trophy Baking Powder:

"*Salesman*—a man who *sells* goods; who induces people to buy the goods he wants them to buy, and which he thinks they ought to buy. A very valuable article, and much sought after by business men.

"*Clerk*—well—something like this:

"'Good-morning, Mrs. Jones—what shall it be?'

"'I want a can of Eagle milk.'

"'Yes, ma'am. And what else?'

"'A package of "H. O." and six packages of Uneeda Biscuits.'

"'All right, ma'am. Anything else?'

"'And give me one pound of cocoa.'

"'What kind? We have Baker's, and ——'

"'Yes, give me Baker's. And you might put in six cans of those bargain tomatoes in the window.'

"'Very well—and what more?'

"'I want a pound package of Arbuckle's coffee.'

"'Two pounds for a quarter, ma'am—better take two!'

(You see he is limbering up a bit.)

"'All right, give me two. And then a half-pound can of baking powder.'

"'What kind? We have Royal and K. C. and Tro ——'

"'Think I'd better take Royal, and that's all.'

"'Yes, ma'am. Thank you very much.

Fine weather we're having? Good-morning, Mrs. Jones, call again.'

"That's a 'clerk.' It's a rather long definition. I can make it shorter.

"*Clerk*—a drudge; a two-legged machine; an automatic contrivance that can write down in an order book what you tell it, and hand down from the shelves almost anything in reponse to a 'demand.'"

I am sure we are exceedingly obliged to Mr. Bunning for his graphic picture. We should find no fault with his clerk's politeness or activity, but the chief point to notice is that the suggestions all came from the outside of the counter.

4. Suggesting Various Grades of Goods.—In a class-room discussion of suggestive salesmanship, upon one occasion, the question arose as to what kind of goods to suggest and show the customer first: high, medium, or low priced. Some argued in favor of first showing high grades; others for low; still others for medium.

Those who reasoned in favor of high grade goods claimed that the aim should always be to sell the best goods on the principle that "good goods always satisfy," and that a customer will be provoked at the element of bad wear in an article rather than feel compensated by its cheapness, which in the end she may fail

to appreciate. A customer, while buying an article may think of its price, but in a realization of its good value will often rest satisfied to pay the higher price. Besides, profit on the higher grade article is usually greater than on the lower.

The champions of first showing medium grades, argued that it certainly would not compliment a person of elegant tastes and ample means to be shown inferior goods. On the contrary, to show high grade goods to a person with "the tastes of a prince but the pockets of a peasant" might only aggravate and disappoint him and, in an unsettled frame of mind, he might leave the store without making any purchase —hence, it is better to begin midway and go up or down as circumstances demand.

The class in favor of first showing low grade goods contended that price is a consideration to any customer, and that, if an attractive array of goods is shown at a low price, a good impression is made from the start, it being then an easy matter to go from lower to higher grades and prices.

While the arguments for high grades were the strongest, and those for low, the weakest, the concensus of opinion was in favor of first show-

ing medium grades of goods as a means of making the best suggestion.

It is, however, entirely a matter of circumstance, the decision of which rests upon the trained judgment of the salesperson, her knowledge of the stock, and her idea of the probable tastes and desires of the customer.

In any event it is not good form to blurt out, "What price?" The question of price should rather be left with the purchaser to suggest. A good method is to lay out several different grades of the article called for without mentioning prices, unless asked, and thus by indirect suggestion open the way for an intelligent intercourse.

While the aim should be to sell the best grade of goods, certain people of reserve, pride, or lack of business sense, rather than ask for less expensive merchandise have been known to leave a counter where the salesman persisted in showing them only the most expensive and highest grades.

Some intelligent conception of a customer's wants must be had, either from her own voluntary expression or by a direct, or preferably indirect, question on the part of the salesperson. A customer may have no clear idea of what she wants, or may not commit herself in any definite

way. It is now manifestly necessary for the salesperson to act upon his own initiative and gladly, as if for a friend, get out such goods as he thinks will interest the customer.

It is here that suggestive salesmanship plays an important part in adapting knowledge of stock to meet the tastes of the customer. In helping to make a selection of goods the salesperson should make no claim that cannot be substantiated. He should show patience and a conciliatory spirit tending to impress the customer with confidence and to please her with the intelligent service shown. It must be remembered that a disappointed customer will not forget her former experience and will avoid bad service as surely as a satisfied customer will remember good service and return to the satisfactory salesperson.

In a case of doubt, it is for the salesperson to show some goods (preferably something new or striking in design or make), suggest some idea, or express some judgment that will claim the attention of the customer long enough to interest her in what there is on sale.

Now just what that suggestion of the salesperson should be which is to hold the attention and interest of the customer, the salesperson

himself will have to study and determine as occasion demands. We shall, however, have more light thrown upon this subject as we proceed, resting satisfied, for the present, to believe that salesmanship should be pursued upon the principles of reciprocity.

Where a customer leaves the counter without making a purchase, the thought of the salesperson should immediately be—What did I do, or not do, that lost the interest of that customer? If we analyze the incident we may discover wherein lay the weakness and prevent its future occurrence. If, indeed, it was not a fault of salesmanship, but a condition that could not have been altered by any other course, the salesperson is made stronger by a knowledge of the fact that the failure was not with him.

5. Some Causes of Success in Suggestive Selling.—The results of demonstration and practical experience in retail merchandising enable us to cite some causes of success in suggestive selling. These we submit to the candid judgment of all salespeople whose business vision is broad enough to inspire the belief that they represent a profession founded upon a scientific basis, and practice an art useful to their fellow men.

(*a*) **Attractive Displays.**—The displays and general attractiveness of the merchandise in our stores demonstrate the principle of objective suggestion. They indicate variety, extent, newness and serviceability, affording the salesperson greater opportunity in suggestive selling. If the stocks carried were diminished in variety and quantity; the decorations reduced to the lines of severest simplicity or relegated to oblivion, we would at once appreciate the power of suggestion in our present picturesque exhibitions of merchandise.

It is through them that we see the radical steps of progress made from our forefathers' business forms of non-competitive barter and exchange to the twentieth century system of economic distribution.

We live in an age which craves and demands novelty and change, and this feeling is best expressed in the decorative art of the department, or congress, store appealing to the faculties and desires, causing a demand for goods, giving impetus to the wheels of industry, the development of manufactures and commerce and contributing to the general prosperity of mankind.

(*b*) **Attracting Trade by Creating an Interest.**—The salesperson has it in his power to

attract trade by a personal demonstration in connection with a pleasing display.

When business is quiet at the counter, the salesperson usually settles down into a secluded corner of the counter and, Micawber-like, waits for something to turn up. Those who, during temporary lulls, have formed the habit of remaining in the background, until goods have been voluntarily selected and thrust into their hands by chance customers, will find a radical increase in their sales by a business-like procedure. They may make more of their opportunities by coming to the front when trade is dull at the counter and by giving prominence to some attractive piece of merchandise, catch the eye of the passer-by.

The faculty of curiosity will thus be aroused; where one stops, another may, and soon the wide-awake salesman will have created an interest about his counter in the midst of which he stands ready to apply his ability in suggestive selling. Thus, by a personal interest, he will attract trade to his counter and create a demand for his merchandise.

The salesman should cultivate his powers of observation, imagination, and invention. He should be an active, thinking being who adapts

himself to circumstances, or controls them as occasion demands.

Case 1.—In the basement of a large store a certain nook with a background and counter covered with yellow canton flannel, (having been used in a former display) was temporarily selected to exhibit a line of metal clocks. Numerous salespeople were placed in charge with a total failure in results. Presently a salesman of ingenuity and intelligence was assigned to the counter and he suggested that the background and counter top be changed to black. This done, the contrasting yellow metal clocks against the dark background were surprisingly effective in appearance. He arranged the clocks in attractive order, spoke of their construction, design, finish and price, which was a favorable point; created an interest in the counter, was put in charge. and caused it to remain a permanent addition to the regular clock department on the first floor.

Case 2.—At a notion sale for over two hours one dull morning, three salespeople sat back without any business; presently one arose to meet a customer who stood examining something. The saleswoman said "that is a skirt supporter" and then demonstrated its use. Presently another customer came along and stopped. They each bought one and so each of the now half-dozen women

assembled became interested, some to the extent of buying. All of that day and for three days thereafter, while the sale lasted, that end of the counter did the business.

(*c*) **Appealing to the Customer's Faculties and Feelings.**—The established principle of studying the customer's physical characteristics, mental traits, inclinations, desires, etc., so that the salesman may adapt himself and his stock to meet such existing conditions, is fully considered in Chapter VII, to which the reader is referred.

(*d*) **Meeting Objections by Counter Suggestion.**—In the course of selling we often have occasion to meet objections made by a customer, and this cannot be better done than by offering a suggestion in contrast. This is an interesting topic for extended discussion, but however strong our inclination, we cannot spare the space for a detailed account. We will illustrate our point of view by citing several specific cases which suggest the principles involved, such principles as any practical salesperson can apply to his own line.

(*1*) *Objection to Fit.*

Case 1.—A customer wanted a short shoe to convey the impression of a small foot.

The salesman would not permit himself deliberately to sell a shoe that would ruin the foot of the wearer. He also knew that a misfit shoe would be charged by the customer to the salesperson's neglect or ignorance, and so to spare his reputation and that of the house, this is the way he overcame the objection: "Now, I do not care to make an exhibition of myself, but I would become a willing martyr if I thought you would profit by my experience." "How is that?" asked the young man who wanted to buy the short shoes. The salesman pointed to a bunion on each of his own feet saying, "I wanted short shoes. I got them; but see what they cost."

Case 2.—A hollow-backed man demanded a frock coat that would fit tight in the back. The salesman knew if he surrendered to such a caprice, his reputation and that of the house would suffer, so he quietly selected a rather tight fitting coat, buttoned it and showed the result in the mirror. This was object lesson number one. He then said to the customer that, since it was a natural obstacle to be overcome, there were two ways to meet it; one was putting an awkward pad in the back, the other was finding a coat with a fuller back that would curve more gracefully. The salesman, knowing his business, demonstrated his point, and the customer, by object lesson number two, took

the correct suggestion and was made satisfied.

(*2*) *Objection to Make.*

Case 1.—After objecting to the shape of the ice receptacle, the interior arrangement, or the size, of every one of a large and varied line of refrigerators, a lady said she did not see what she desired. The salesman wisely suggested having one made after a special design. She had not thought of such a thing; but in six weeks it was installed in her home.

Case 2.—Saleswoman, at an aisle counter, had a customer interested in a silk underskirt, when a woman, a stranger who was standing by listening, interposed with the remark, "I do not like that foundation and wouldn't have it at any price." The saleswoman, offering no argument in defense of the skirt, remained silently by. Presently the prospective purchaser walked away, saying: "Oh, I don't know, I'll see later." The silent saleswoman folded her hands and with a look of abstraction, turned on her heel and leaned back against the counter.

Here is an instance where the knowledge of stock was limited to the expression, "It is awfully nice and awfully cheap"; where the salesperson did not have the slightest conception of suggestive salesmanship. A properly trained

salesperson would have said to the meddling customer, "We have skirts of all makes and prices, with or without such foundations. That particular style of foundation we find suits many tastes, though it may not meet with the approval of everybody; here, for instance, is a skirt which may suit a fancy such as yours." A salesperson of any spirit would have resisted in a courteous way any impertinent interference, won the respect of both her auditors, and by following up her advantage might possibly have sold a skirt to each. If this particular collection of skirts had but one style of foundation, the presumption should be that that foundation was a proper kind, and suggestive selling would have started out to prove this. If the customer wanted an altogether different style, the spirit of suggestive selling would have impelled the "sales" to direct the customer to the regular department where all styles of skirts could be had.

(*3*) *Objection to Price.*

There are three classes of people who want cheap goods:

Those who cannot afford any other.

Those whose purpose a cheap article will suffice.

Those whose ideas are commonplace.

Taking the position of the first two classes as conclusive, we dismiss them without comment. It is with the latter class that we are most concerned.

All stores carry lines of goods at various prices to meet at least the general demand of their trade. A customer should be made to feel the store's willingness to sell a cheaper grade of goods as readily as the higher priced. But as a matter of economy, better service and satisfaction to the customer, as well as gaining a larger profit, and the advantage to a house selling dependable goods, the endeavor should be to sell the best, on the true principle that the best is the cheapest. In sales making, the impression must be given that, while the price of a certain article may be a trifle higher, the quality also is much higher. The beauty, design, substance, or value of the one article more than compensates for the difference in price between that and another. This impression many salespeople make, but most do not, as illustrated in this

Case.—A customer stated that it was impossible to get salespeople to show the best goods, which statement the buyer of the department disputed, and turning to a sales-

woman, said: "Show this gentleman our best Mocha gloves."

The saleswoman showed gloves at one dollar and a half, which were the gloves most frequently sold, instead of showing gloves at three dollars.

The tendency must always be to sell the better grades for the reasons formerly given. The price may be but a temporary consideration and be soon dismissed; but the value of high grade goods remains with the customer. This is an advantage to be considered, first, last, and all the time in selling merchandise.

The inevitable question of tact, in connection with urging high-priced goods, thrusts itself before our attention. The salesperson should be cautioned against giving the impression that his only interest is in the customer's pocketbook, for this would be most unfortunate and untrue; as our whole purpose, after all, is to satisfy the customer, and this generally can best be done by selling the best goods. Of course, to substantiate this reasoning, knowledge of the stock is necessary for the salesperson to indicate to the customer the differences in values.

Case.—After five weeks, a customer said to the salesman who sold him a hat for a

dollar and a half, "What's the matter with this hat, with all my brushing I cannot keep it bright and clean?" The salesman remembered the transaction and replied, "I'll iron it up for you—do you remember when I sold this hat I urged you to spend another dollar for a higher grade hat that I showed, and assured you would give *three* times the wear of this one, and you said that you did not see a dollar's worth of difference between them?" "Yes," interrupted the customer with a smile, "but I see it now—on the basis of one dollar and a half each for three hats, I am paying four dollars and a half for what I could have bought for two dollars and a half." With this, the salesman smilingly handed to the customer the old hat newly-ironed, remarking, "When you get ready for that two dollar and a half hat that will not require renovating every five weeks, nor tax your patience and my time, which is always at your service, however, I shall be glad to sell you"—and he did, then and there.

(*e*) **Suggesting Other, but Similar Things—Substitutes.**—A customer may have no clear idea of what she wants, due to a lack of technical knowledge of the article wanted, and an expression of the salesperson's opinion may be asked.

There are other times when the salesperson may have to express a judgment unasked, as in

the case of a customer who may have a decided but wrong opinion concerning her wants.

It is now that not only the salesperson's skill in stock knowledge is put to the test, but also her courtesy, tact and knowledge of human nature in order to win the confidence of the customer.

In all such cases (and they are innumerable) suggestive salesmanship is at its best. The man or woman behind the counter, who has an enlightened knowledge of his or her business, takes especial pride in the opportunity of suggesting the proper thing—to convince the customer of the correct view, and to send her away pleased with her selection.

The reader is referred to Chapters V and VII, also to Self-control and Sincere Politeness, sections 3 and 4, Chapter III.

Case 1.—See case of Frogs and Cordeliers, under topic Failure to Show Goods Properly, pages 170–171.

Case 2.—Two ladies asked to see some handkerchiefs. The saleswoman, without a word of advice or suggestion, turned to a shelf behind her, brought an open box and silently set it down for the customers to select from it. The customers looked nonplused and one ventured to ask, " Have you

no others?" This seemed to arouse the young woman, who now showed some sign of intelligent activity. "Oh, my, yes!" she answered, and soon displayed a line of lace, embroidered, and hemstitched handkerchiefs at various prices. By her suggestive manner and knowledge of her line, she interested her customers and sold a dozen handkerchiefs to each.

Case 3.—A customer desired an oil heater of a certain make that she had seen in the West. The salesman informed her that that particular make of heater was not sold in his part of the country, but that his store carried a good line of reliable heaters.

"Oh," she interrupted, "I wouldn't have any other. I know that kind doesn't smoke."

The salesman asked her if she had seen one with a "set-key"—"No—nor do I want to!" she replied. He spoke of the "brass font," the "ventilation" and other matters of construction, concerning which she had never heard or thought; he demonstrated the locked-key arrangement which held the flame, when once adjusted, so that it could not "creep up" and smoke, and thus satisfied her that this style of heater was really what she wanted, and the sale was made.

Case 4.—A lady wanted Taffeta silk for trimming. The salesman, knowing something about the admixture of gum with some

taffeta silks, ventured to inquire the nature of the trimmings desired and their intended use, and wisely suggested Louisene or Peau De Cyne as being softer, less liable to cut, better wearing and more suitable. He sent the lady away wiser and happier for having taken his suggestion.

This salesman once said to the writer, "I believe that ninety-nine times out of a hundred, I succeed in inducing a customer to select something more suitable to her purpose, and never yet have I failed to make a good impression and bear out my reputation as a practical silk man."

(*f*) **Suggesting Goods in Other Lines.**—The opportunities for suggestive selling are as many as the habit is uncommon. The instinct of good salesmanship would impel a salesman who had sold and satisfied a customer with a certain article to suggest to him another in which he probably has some interest. One reason why suggesting other articles is not more common is that eight times out of ten no additional sales result, and thus we lose interest in trying and overlook the value of the extra sale we might secure. The suggestion should not stop at the mention of *one* other article, but several may be spoken of,—any number not exceeding the bounds of good taste.

Many successful salesmen trace numerous sales

to the habit of suggesting goods in other lines. Not infrequently an opportune suggestion has brought to the mind of a customer an intended but forgotten purchase.

> *Case.*—Some time ago a gentleman bought a bicycle seat and the salesman asked him if he had seen the new acetylene lamp. The customer exclaimed, "By Jove! I'm glad you mentioned that; I want a lamp and would have left without it if you had not mentioned it."

Without citing other cases, our purpose will be best served by venturing the following hints:

A customer asks for yarns; we must presume she is interested in other knitting materials and then suggest them.

A book of designs would suggest materials for crocheting; tooth brushes—tooth powders, liquids, or soaps; manicure sets—other toilet requisites; a sweater—football, baseball, and other sporting goods; neckwear—other men's furnishings; cameras—photographic supplies, etc.

In furniture, clothing, upholstery, linens, house-furnishings, leather goods, jewelry, toys, groceries, and in every line of merchandise, an endless variety of goods may be suggested with profit to both salesperson and customer.

6. **Some Causes of Failure in Suggestive Selling.**—Touching upon the major causes of failure, the minor will suggest themselves.

(*a*) **Goods not in Stock or Prices not Right.**—Should a customer declare the price of a certain article to be less, or greater, elsewhere (she may pay the price and take the goods or leave without purchasing) or, should she ask for goods not in stock, such facts should be brought to the attention of those in authority. It may be that she is mistaken as to price or quality, or that her demands cannot be satisfied. In any event, such points are of interest to a house which will investigate, and, if need be, correct the delinquency.

(*b*) **Lack of Stock Knowledge as to Location, Quantity and Quality.**—This is a matter of such vital importance that most of Chapter V is devoted to its consideration, and to this the student is directed.

(*c*) **Failure to Show Goods Properly.**—Observation has shown that neglect to show a full line of goods is a fruitful cause of failure in salesmaking. The student is directed to Chapter V. We shall cite the case of Frogs and Cordeliers:

Case.—Frogs are ornaments of braid or

cord passing across the breast of a garment and fastened by bars on either side. Cordeliers are similar, but larger and more ornamental. Frogs and cordeliers are seen on men's fur coats and certain gowns and women's jackets. They are used in place of buttons and button-holes. We trust this description is clear, as a knowledge of the articles in question is necessary to understand the following. A customer, having in mind cordeliers, asked for frogs, and was shown some which she did not want. Shown more, she still was not satisfied, and when told these were all the frogs in stock, left without any. The next morning she tried elsewhere without finding what she wanted. Coming back to the first store, for she felt sure they were there, as she had seen them some time before, she approached another saleswoman, who, being asked for frogs, showed the same line. The customer protested. This saleswoman, trained in suggestive selling, said: "Possibly you want cordeliers," and the instant the lid was removed from the box, the customer jumped from her seat with complete satisfaction, saying: "*That's* what I want!" This case demonstrates: (1) Great inconvenience to customer; (2) loss of time of customer and first saleswoman; (3) annoyance and irritation to customer and management; (4) discredit of first saleswoman.

The failure to show goods properly is a much too frequent fault, and may have more or less serious consequences.

(1) It sometimes results in permanent loss of a patron; (2) it invariably results in the immediate loss of sales; inestimable in value, running into hundreds of dollars daily; (3) it frequently fails to sell something which might have better suited the customer than the article purchased; (4) when nothing is sold, it results in the complete loss of the salesperson's time and efforts; had goods been properly shown the customer might have seen and purchased something of which she had had no previous knowledge.

(*d*) **Want of Sincerity or Courtesy.**—We are told, "Always be frank in bearing and sincere in purpose, for these characteristics are perceived at once by right-minded people." This is true; and our exemplary conduct at the counter should not be effected by the adverse conduct of any customer who is not right minded. See Chapter III, sections 4 and 6.

(*e*) **Want of Promptness or Cheerfulness.**—A lack of expression of these important elements of salesmanship has resulted in loss of prestige and sales. They are discussed in Chapter III, section 5, to which the reader is referred.

(*f*) **Want of Tact.**—In suggestive selling one needs to have knowledge of himself, his goods, and his customers; but tact demands that he knows how and when to use such knowledge to the purpose in hand. Trifling or flippant speech and conduct; talking too much, or at the wrong time, are out of place in business. Rambling utterance counts for less than direct expression. Talk to the point, complete your statement, then stop.

The secret of suggestive selling is to note the impression one's words and manner make upon the buyer. Tact would follow up an advantage, discontinue a disadvantage; seek an expression of the customer's opinion; appeal to his judgment, his sense of interest, his faculty of ideality, his instinct of economy or some other of the many responsive cords in his mental make-up. A proper sense of tact would teach one to listen —a discreet listener has many an advantage over an indiscreet talker. Sometimes a customer would rather talk than listen; frequently he informs us. Many valuable things have been taught by customers to salespeople. Tact would preclude controversy; a wise suggestion is always in order, but contention never. At best it leads to resentment and this a tactful salesperson

would seek to avoid. Tact would never be guilty of misquoting a competitor. What is known as "knocking" should not be indulged in, nor should there be a contracted or mean spirit in the conception and execution of one's business. Tact is not, as it is too often believed to be, a kind of double dealing; but, as Webster says, "a nice perception or discernment." It is the lack of tact which frequently results in a loss of sales.

Case.—After satisfying the customer with a certain good make of kitchen-cabinet and so closing his sale, the indiscreetly voluble salesman spoke of "expedients" some people resort to as substitutes for cabinets, changed the current of the woman's thoughts, was not tactful enough to counteract this adverse suggestion and the customer left—expressing the desire first to consult her husband in the matter of purchasing.

See also Chapter III, sections 2 and 3.

Believing that the value of suggestive salesmanship and the need for its cultivation have been fully demonstrated, this subject is left to the consideration and application of the salesperson, with the assurance that it will prove its justification in the course of salesmaking.

CHAPTER VII

THE PSYCHOLOGY OF SALESMANSHIP

THIS chapter is intended as an exposition of the theory and practice of salesmanship. It is offered to the intelligent salesman interested in understanding certain evident principles which exist in the relations of buying and selling merchandise. In discussing this subject, we do not expect to set forth any new truths, but rather to present the old in a new and more recent light, to broaden the ideas and conceptions of selling, and to inspire a novel, interesting, wider and more useful field of action for the enlightened devotee of salesmanship.

By psychology, we understand the science of the mind. By salesmanship, the act or art of selling. The term Psychology of Salesmanship, therefore, comprehends an expression of certain recognized mental phenomena in the process of selling.

When a science is applied or practiced it becomes an art—hence, we have the proposition that salesmanship is both a science and an art.

In considering the psychology of salesmanship we accept an acknowledged working hypothesis, sustaining the principle that in the science and art of selling merchandise, the salesman consciously, or unconsciously, appeals to the intellectual, emotional, and volitional nature of the customer.

As a matter of fact, this is not conceded by certain conservative or so-called "practical" salesmen. What an abused word *practical* is! In the estimation of the unskilled, a practical man is commended as one who knows no theory, has no time for concepts and wants nothing to do with principles. Such men are always to be found in that numerous "common class whose supply largely exceeds the demand," while the really practical man is he who, appreciating the value of his conceptions, reduces them to a working basis.

Without Edison's theories, the phonograph would never have been realized. The theoretical experiments of Franklin's kite preceded the arc light. The principle of steam observed in Watts' tea-kettle now drives the wheels of our industries. Galileo's observation of the swinging chandelier in the Cathedral of Pisa suggested the pendulum, and the sun-dial and hour-glass gave way to the

clock. Let us not despise theories—even in salesmanship.

President Hadley of Yale University, says: "A man who is well grounded in the theory of his calling has an immense advantage over the practitioner who relies chiefly on the results of his own short experience. . . . If I were to put what I mean into a single phrase, I should say that every man should not only know the technology of his profession, but its political economy. . . . I believe that this conception of the study of scientific theory for its public utility will promote rather than hinder, the work of discovery and research. One of the great difficulties that we have to deal with at the present day is the overvaluation of those parts of science which promise a definite and tangible result to the public, and the undervaluation of those parts which seem abstract or remote."

SALESMANSHIP AS A SCIENCE

As a science, salesmanship discovers and classifies the principles which govern its movements. It is not like mathematics, an exact science, but a liberal one through which the highest excellence in the art is attained. Being a liberal science accounts for the fact that two

salesmen may pursue different tactics to reach the same end, the principles involved being the same.

1. **Positive and Negative Forces.**—The broadest underlying principles in the science of selling are those positive and negative forces seen in nature, which, when they act in harmony with the laws of Attraction and Repulsion, produce harmonious results. We notice these forces in the following:

(*a*) **Natural Philosophy and the Laws of Mechanics.**—If the power (positive) through the mediums of the fulcrum and lever be applied to the object to be raised (negative) we have the harmonious results of cause and effect. If, on the other hand, the power is negative, like the object, there is no result. This principle may be further illustrated in the Magnet, and the Positive and Negative Forces of Electricity.

(*b*) **Physiology.**—When the tendons, ligaments, and bones are negative, and the muscles positive, the arm can be raised through the harmonious action of contraction and expansion.

(*c*) **Mental Philosophy and Psychology.**—Two persons of divergent opinions meet. If they are both in a positive mental state, they can

come to no agreement. If one becomes negative, there is established between them an harmonious relation of thought.

It is with the latter division, the psychological forms of the positive and negative forces, that we are required to deal in the consideration of the science of selling. Having firmly fixed in our minds this idea of positive and negative thought, we have an intelligent conception of the relationship that obtains between the seller and the buyer—between the salesman and his customer.

As the salesman and the customer are endowed with correlative faculties, each having Mind, Feeling, and Will, the harmonious action of these is necessary in the consummation of a sale. The mind of the customer must be in relative consonance with that of the salesman; their sensibilities must be in accord; and their wills in harmony. Our purpose is not to prove these self-evident truths, but to show how the salesman, by not making the most of them, misses many opportunities and in consequence loses many sales.

2. The Elements of Confidence and Suggestion.—The bases upon which the harmonious action of the positive and negative forces of the

mind rest are those of Confidence and Suggestion. The customer must have confidence in the house and in the salesman before any idea of service may be suggested. It should be the aim of the store's management to win public favor by reliability of merchandise and liberal methods; then the duty of the salesman to maintain that favor by the positive conviction of a courteous manner; either a trained or intuitive perception of human nature; and an intelligent expression of the knowledge of his stock.

The elements of Confidence and Suggestion are discussed in a little pamphlet on "The Relation of Suggestion to Education," printed ten years ago by the author in which he said:

> "We control the actions and feelings of persons and are controlled in turn by them in the affairs of the affections and of business. The history of man is replete with a show of psychic force. Legal battles have been won, not alone upon logical grounds, but through suasion. . . . Who of us has not felt the overwhelming influence of some eloquent speaker or actor, the power of whose psychic being, the consummate expression of whose art fascinated the mind, swayed the sympathies, and stirred the will in unison with his. This is mental magnetism of the highest order in which the posi-

tive, or Objective Consciousness of the mind is held in abeyance, leaving the negative, or Subjective Consciousness of the hearer open to suggestions from without.[1] In other words, it is the action of a positive mental force influencing a negative mental force. Now all this influence of one person upon another is gained by the confidence one reposes in the other."

3. **Confidence is Universal.**—Confidence is the common heritage of mankind and passes for legal tender among us all. Since human nature is emotional, we laugh with those who laugh or pity those in distress, often ignorant of the cause of the merriment or sorrow. Thus we give and receive impressions and sub-consciously learn to move our fellow men through sympathy, interest and confidence. Confidence rests upon securing the attention.[2] *Attention* is both objective or intellectual, and subjective, or emotional.

(*a*) **Objective,** when the salesman directs the customer's attention to the color, design, or texture of a piece of cloth. Her thought is centred outward, or *intellectual.*

[1] For a discussion of the Objective and Subjective Consciousness, and the principles of Suggestion, see "The Law of Psychic Phenomena," Thomson J. Hudson.

[2] For the Nature of Attention, see Brooks' "Mental Science."

(*b*) **Subjective,** when her attention is directed to the popular esteem in which the cloth is held by the connoisseur, or when the salesman pictures its effect as a finished dress gracing her own figure. Her thought is centred inward, or *emotional.*

4. Securing Confidence and Attention.—Selling goods is impossible without first securing the customer's confidence and interest. The following methods must be observed.

(*a*) **Knowledge of Stock.**—Knowledge of the goods is necessary to communicate matters of interest that will secure, hold, and impress the customer's attention. The salesman's conception of the elements of his merchandise must be full and clear, as any hesitancy or obscurity of expression loses the customer's interest and confidence. A thorough command of his subject is one of the most important qualifications of the salesman. See Chapter V.

(*b*) **Knowledge of Human Nature.**—The salesman must understand men as well as merchandise, so that he may adopt his knowledge of one to the other. Knowing men, he must know himself, have faith in his own ability and character in order to inspire confidence in others.

(*c*) **The Words, Speech, and Voice.**—In describing his stock, the salesman's *words* must be well chosen. While mechanical forms are undesirable, characteristic expressions necessarily fit certain merchandise and should be cultivated. Over-talking, and monologue wearies the mind and dissipates the attention. Endeavor should be made to awaken thought by soliciting an expression of the customer's views and thus arouse mental activity and interest.

The *speech* should be direct, clear, distinct and deliberate. Trifling speech, rapidity and haste distract attention. The customer, unable or unwilling to follow a confused or indistinct relation of facts, is lost with his attention. See Speech, Salesmanship as an Art, this chapter.

The *voice* must be positive but pleasant in tone; well modulated it charms the attention; pitched too high, or loud it shocks the ear; too low, makes listening an effort and wearies the attention. See Voice, Salesmanship as an Art, this chapter.

(*d*) **Attitude.**—A standing position is imperative. It strengthens the salesman's manner, gestures, and action; commands attention, and checks any tendency in the customer to relax his interest. See Chapter II, section 6.

(*e*) **Interest, Earnestness, Self-command, etc.**—Without himself having a real *interest*, and conveying an expression of *earnestness*, no communication of value can exist between the salesman and his customer and consequently no attention secured. *Self-possession* is an important qualification. "Confidence begets Confidence." Facts and arguments must be at ready command; the customer's opinions solicited, and a liberal and conciliatory spirit shown her. The salesman should be sincere, sympathetic and optimistic in order to dispel doubt and create confidence.

(*f*) **Appearance and Manner.**—The salesman's *bearing* should be dignified, businesslike, cheerful, courteous, and prompt to win confidence. See Chapter III, also Manner, Salesmanship as an Art, this chapter.

(*g*) **Demonstration.**—In selling anything tangible as merchandise, it is always possible and necessary for a concrete method of demonstration involving the attention of all the senses. The various parts of an article must be shown and described.

5. Suggestion and Its Use in Salesmanship.—The nature and aim of suggestion, or persuasion, in salesmanship is to arouse a conviction of

the will to purchase, by the use of facts and arguments addressed to the mind and by illustrations and description appealing to the feelings.

There are three primary conditions through which suggestion is manifested. (*a*) By Persuasion or Reason. (*b*) By Fascination or Sentiment. (*c*) By Fear or Credulity. This conclusion is based upon a knowledge of human nature founded upon phrenological principles. (*a*) Where the *Observing* and *Reflective* faculties are dominant in an individual there is a disposition to know the cause of things, such persons are impressed through *reason* or *persuasion.* It is such that would be most influenced by the technical features of merchandise as construction, texture, commercial value, adaptability and use. (*b*) Where the *Ideal, Sublime* and *Imaginative* powers of the mind are strongest, such persons are impressed through *fascination* or *sentiment.* They would be most influenced by a picturesque description illustrating the beauty, sentimental value, curious or æsthetic features of merchandise.

(*c*) Where the *passions* and *propensities* are in the ascendancy, such persons are mostly influenced through *fear* or *credulity*, and prove for the charlatan and quack, a fruitful source of ex-

ploitation. Not available to our purpose, this latter class is dismissed from further consideration.

When anything is submitted to our minds through experiment or demonstration, not until we realize that it is true, does it become real. Everything is real to us that we *believe* is true, and nothing is real to us however true it may be, that the mind rejects. We cannot contain the idea that a thing *is* and *is not* at the *same* time, but as we get a new idea, which we believe, we throw away the old one and accept the new. This is the law of education. Ideas become part of us, they build our intellectual structure and our conscious memory—all there is of us is what we have assumed from what we have seen, heard or experienced, in other words, from *suggestions* given to us from without.

6. The Principle of Persuasion.[1]—As the chief attribute of suggestive salesmanship is persuasion, its nature should be understood. Persuasion rests upon (*a*) Belief, (*b*) Feeling.

(*a*) **Belief** must precede conviction and action, the results of facts, arguments or conse-

[1] For the Philosophy of Persuasion, see Hill's "Science of Rhetoric."

quences shown—hence suggestive salesmanship is founded upon knowledge and reason.

(*b*) **The Feelings,** however, must be touched before resolute action takes place. A cold fact may not awaken the mind to a realization of conviction. A vivid description or definite illustration is sometimes necessary to convince—hence suggestive salesmanship, while founded upon knowledge and reason, ultimately ends in feeling. There must be a motive for action. We must *feel* before we *act.*

7. **The Necessity of Feeling.**—"That action is impossible without feeling, in the sense in which it is here used, has been shown by Dr. Campbell. 'To say that it is possible to persuade without speaking to the passions, is but at best a kind of specious nonsense. The coolest reasoner always in persuading, addresseth himself to the passions in some way or other. This he cannot avoid doing, if he speak to the purpose. To make me believe, it is enough to show me that things are so; to make me act, it is necessary to show that the action will answer some end. That can never be an end to me that gratifies no passion or affection in my nature. You assure me "It is for my honor." Now you solicit my

pride, without which I had never been able to understand the word. You say "It is for my interest." Now you bespeak my self-love. "It is for the public good." Now you rouse my patriotism. "It will relieve the miserable." Now you touch my pity. So far therefore is it from being an unfair method of persuasion to move my passions, that there is no persuasion without moving them.'" [1]

8. Directing the Feelings.—As success in salesmanship depends upon a skilful management of the feelings, it is necessary to consider (*a*) Causes of Feeling, (*b*) Feelings of buyer and seller, (*c*) Change of Feeling.

(*a*) **Causes of Feeling.**—It is only by a presentation of its *causes* that feeling is aroused. The emotions are not susceptible to argumentation. We do not pity because we are told to do so; but when *shown* an object of pity, our emotions respond. Thus do they respond to an objective appeal to the imagination. A salesman pictures the effect of a beautiful Oriental rug upon the floor of the customer's own home and the admiration of her friends. The ideas of "love of home" and "approbation" strengthen

[1] "Science of Rhetoric," p. 54.

the idea of possession. Her desire could not be aroused by the cold statement that she ought to buy the rug.

(*b*) **Feelings of Buyer and Seller.**—We cannot express to another an emotion we do not ourselves feel. Selling an article, if the salesman wished to convey its sense of beauty, he must first realize it in his own being to indicate it to the customer. Thus every quality, texture, design or purpose must have its sympathetic emotional expression by the salesman before the customer can be made to realize it. In certain particulars, a customer's taste, experience, or knowledge may exceed that of the salesman.

(*c*) **Change of Feeling.**—The mind of the customer may be changed by the same process as in (*a*). A customer feels she is right in her conception of the need or utility of a thing. Simply to be told that she is wrong would not convince her. The process of changing wrong views may sometimes be difficult, and always requires a display of tact and intelligence. Direct exposure, insinuation of stupidity, or even a show of impatience would be fatal and cause a feeling of antipathy instead of sympathy. The broader view of the salesperson would "select the specific truth for the occasion," give full credit for what-

ever right view the customer may have, express assurance in her good intentions, "present as many points of agreement as possible, and finally show that through too close attention to *some* truths she has lost sight of others which change the whole case." The saleswoman who demonstrated the effect of a certain shaped corset, suggested the correct view, resulting in the customer's change of feeling.

9. **Character and Purpose of a Sale.**—A sale of merchandise at retail has three characteristic elements, (*a*) Desire, (*b*) Selection, (*c*) Gratification.

(*a*) **Desire.**—The object of a sale is to supply a want. The buyer and the seller are engaged in the fulfilment of a mutual obligation in which one gives merchandise to the other in exchange for money, or its equivalent. The principle of equity is involved in that value is given for value.

(*b*) **Selection.**—A sale aims at persuading the mind and feelings to accept a certain right thing. A customer does not always know what she wants. It is now the salesman's business to adapt the knowledge of his stock to her probable taste in making a right selection which would, of course, be the best possible.

(*c*) **Gratification.**—A sale presupposes individuals dissimilar in intelligence, culture and wealth. To gratify their various inclinations the salesman must have specific knowledge of his business and general knowledge of human nature.

10. Mental Processes in Causing a Sale.—The principal element in making a sale is discussion. "It ought to proceed according to some plan previously thought out, and conformed to the logical method of presenting a subject. Facts and arguments should be so disposed as to bring the strongest last." The end of a sale, however, is not only to convince the reason, but to awaken the feelings to the need of purchasing. Objects, unless first presented to the mind, cannot excite the feeling.

Suggestions which cause contemplation of an object, awaken desires that lead to action, therefore the salesman in making a sale, requires ultimately to appeal to the imagination and the emotions in persuading the customer in making a purchase.

(*a*) **Direct Appeal to the Intellect.**—A direct, candid invitation to the customer to accept the salesman's proposition carries with it a spirit of

fairness and compliments the customer by a recognition of his ability to pass judgment. By a direct appeal, the salesman seeks to conform the customer's views to his own; as, "The facts I have stated [about merchandise shown] are evident to any intelligent person; don't you think so?" A salesman, in order to push a Wilton over a Brussels carpet, made a direct appeal to the intellect by demonstrating the comparative values of each, and sold the former.

(*b*) **Indirect Appeal to the Emotions.**—A customer would resist a direct attempt to dictate to his feelings. A wrong view must be met by an informal suggestion of the right view. The less direct, the more effective would be the counter-suggestion. A customer has an inclination for a short, tight shoe. To be told that her desire is ridiculous would not persuade her of her error; but to show her the effect of her desire would cause her to accept the right view, and so produce a consequent change of feeling. When a piano salesman pictured with enthusiasm the advantage in the ownership of one make over another, he made an indirect appeal to the emotions, and caused a change of feeling in favor of a certain make, which was finally bought for

seven hundred dollars in preference to another make at four hundred and twenty-five dollars.

(*c*) **The Value and Interest of Suggestion.**—Interest in a suggestion is equal to its value. A customer desiring taffeta silk for dress trimming changes her views when shown that Louisene is better adapted to her purpose.

(*d*) **Suggestion to Self-interest.**—Every article of merchandise has an element of personal interest to the buyer. The salesman would seek to learn such points of interest and suggest them to the customer's attention—thus, a blonde woman would be shown a pink hat; a man of erudition, a philosophical novel. Observing the interest manifested by a customer, a saleswoman took from the showcase a handsome hand bag, and sold it because its snake-like top matched the customer's bracelet.

(*e*) **Suggestion of Details.**—A manifestation of interest results from pictorial description of details. A man's shoe may cause no wonder, but the salesman who could explain its production, from the tanning of the leather to the driving of the last nail, would arouse interest and confidence, and succeed in selling more and better shoes.

(*f*) **Completeness and Unity.**—In describing

an object for sale we must have a definite end in view—thus, showing the need for purchasing a washing machine, completeness and unity would require some one, or more, definite elements to be set forth, as: labor-saving; economy of wear and tear, of time, of health, of strength, of temper; freedom from wash-day cares. A question of its durability would require an exhibition of its parts; of its make, comparison with another; of its design, an expression of its simplicity; of its effect, the results of demonstrated worth. Completeness and unity of expression arouses interest and makes sales.

(*g*) **Importance of Idea.**—Every contemplated purchase has its important idea. This may rest upon use, personal interest, cost. Whatever the impelling motive, the salesman must seek to know and satisfy it. When the railroad man was induced to select and purchase a watch especially adapted to his business, his idea of its use was made satisfied.

(*h*) **Relation of Time.**—The effect of time in its relation to a sale may be illustrated in the immediate need of purchasing. A reduced sale; an exclusive line; an unusual exhibit; are cases in point. The salesman who dwelled upon the idea of the seasonableness of the straw hat caused

its sale. The road salesman suggesting the timeliness of his line, convinced the merchant of his immediate need to purchase.

(*i*) **Relation of Location.**—Location has an effect corresponding to time. The place of production has relative weight in forming conclusions; as, the association of Havana with cigars; of Paris with fashion. The customer bought a certain bedroom suit when made to realize that "it came from the celebrated furniture belt in Michigan."

(*j*) **Relation of Make.**—Certain products carry with them reputations for exclusiveness; as, a Stetson hat, Rogers silverware, Haviland china. The elaborate decoration and harmony of color characteristic of the Royal Dresden Ware caused this make to be selected by the customer.

(*k*) **Differences and Resemblances.**—Qualities, textures, forms and substance in merchandise must be regarded in its sale. See Chapter III, section 1. A customer made to see the differences between two hats shown chose that of better value.

(*l*) **Purpose.**—Every article of merchandise has its purpose with which the salesman must be conversant. See Chapter V, section 3 (*a*).

(*m*) **Parts.**—To know its parts is the sales-

man's need in demonstrating the article for sale. See Chapter V, section 3 (*b*).

(*n*) **Construction.**—The principles of construction or texture must be indicated to consummate the sale of a thing. See Chapter V, section 3 (*c*).

(*o*) **Design.**—Similar articles are different in design and thus adapted to meet certain uses. The conditions of suitability must be observed. See Chapter V, section 3 (*d*).

(*p*) **Finish.**—The effect of a product often rests with its finish and consequent use. See Chapter V, section 3 (*e*).

(*q*) **Sentimental Value.**—This element applies usually to gifts, suggestion of which to purchase, requires judgment in the salesperson. See Chapter V, section 3 (*f*).

(*r*) **Price.**—Selling at wholesale requires intimate knowledge of prices, rebates, and discounts; at retail, the salesman has little to do with fixing price. He does, however, require to keep this element in mind by satisfying his customer as to the *value* of the merchandise and thus prepare her to accept the price in good faith. See Chapter V, section 3 (*g*).

11. **Affiliation, or the Relation of the Salesman to His Customer.**—Affiliation, in retail

salesmanship, has to do with the house rather than with the salesman, but as the salesman is an integral part of the house he represents, his relation to the customer is in the same ratio as is the relation of the house to the buying public. The affiliation of the traveling salesman with his customer must be direct and immediate in order to command his attention and patronage. Hill, quoting Aristotle, cites three fixed principles necessary to convince the mind and persuade the feelings and will to action.

"Men possess different degrees of influence according to their relations with those addressed. Aristotle has mentioned three essentials to one who would persuade his fellows: (*a*) good *sense;* (*b*) good *will;* (*c*) good *principles.*

"(*a*) **Good Sense.**—Men are willingly led by those in whose judgment they have full confidence. A reputation for good sense is, therefore, of value to one who would produce mental changes in another. The majority of men esteem others for their good sense in proportion as they hold similar views. It is of great practical importance, therefore, to agree as far as possible with those whom we would influence. Happily there are many facts and doctrines upon which all men agree. An allusion to some of these

points of agreement brings the speaker into closer relation of influence than if, these being kept out of view, nothing but differences should be advanced.

"(*b*) **Good Will.**—If one were possessed of good sense and good principles, it would seem as if good will would scarcely need be added, since ability would insure a clear apprehension of truth, and integrity would lead one to a candid statement of convictions. But while one might on these grounds be supposed to have at heart the best interests of those addressed *as he viewed them*, if he were hostile to their cherished *opinions*, he would have comparatively little influence with the prepossessed. Hence Aristotle had good reason for mentioning this quality.

"(*c*) **Good Principle.**—A character for good sense and good will might seem sufficient qualification for a speaker or writer [or salesman], since the former quality would imply the ability and the latter the disposition to give the best advice, without reference to moral principle. Aristotle maintains that a reputation for integrity is equally necessary, for, although a man cannot be wanting in good will toward *himself*, yet able men often act absurdly in their own affairs, being so blinded by passion as to sacrifice the expedient

for the agreeable. Such men are not likely to be better counselors of others than of themselves."[1]

12. **Appealing to the Judgment and Sensibilities.**—There are some intelligent salespeople who are successful because of their ingenuity in appealing to the various sentiments of the customer's mind, and causing changes in feeling. If, without knowing the reasons for their actions, or the principles underlying the science of selling, they win success by groping blindly, with how much more ease and profit could they increase their success by a conscious knowledge of the forms of their action.

It is the vanguard of the commercial army that captures the prizes in the field, and the discerning salesperson recognizes that human nature is composite in its character—that a variety of faculties and feeling offer themselves to the kindly, courteous, and intelligent persuasion of a positive mental force.

As the positive factor in the transaction of a sale, the salesman's statements must be convincing and true, any other will not carry conviction very far. Now it may happen that the customer's response is positive and therefore not

[1] "Science of Rhetoric," p. 68.

in harmony. In this event the salesman would have to acknowledge certain right views and give the customer full credit for them; but he would immediately seek another point of contact. If, for instance, the customer's judgment of quality is appealed to without success, it being mentally positive, perhaps his sense of the beautiful is in a negative mental state and obedient to suggestion. The salesman's power of initiative must now sound the "key which strikes the harmonious chord."

The following two cases show, respectively, instances of a right and wrong appeal.

Case 1.—Near the close of the day, at a special hat sale, two salesmen complained of poor business, the third smilingly said, "I'd like to have this as a regular thing." Comparing notes, his amount of sales was nearly twice that of one, and over four times that of the other. "The secret?—Suggestive selling!" He knew his goods—studied his man—immediately sold the right hat. The first salesman did not see customers unless they bumped into him; the second did, but seemed not to handle them properly; the third judged in his mind's eye the appearance of a hat on a man's head, studied his tastes, disposition, humor, and usually sold higher priced hats.

A short, round-faced man stood examining a narrow-brimmed hat, the knowing salesman with a swift glance, the result of training, took in the situation and approached with a certain hat in hand and said: "*This* is *your* style of hat!" The customer's attention and interest were aroused, his confidence secured and the hat sold.

Seeing a young man with black hair and brows looking at a light-colored soft hat, this thinking, active salesman stepped up with—"If you think of buying that hat, you've made an excellent selection!" "Why?" the customer asked, with a show of interest. When told that his complexion and that shade of hat made an excellent combination, the salesman appealed to the customer's sentiment of "Self-esteem." The *quality* of the material, *finish* and *price* were then indicated, and his "Judgment of Value" was appealed to. His "Sense of the Beautiful" was aroused by the salesman referring to the *design* and *style*. The young man was made to see the salesman's point of view—believed his suggestions, accepted them as true, and bought a fine hat.

Here is a case in which, studying his customer to arouse his mind, feeling and will to an interest in the proposition, the salesman adapted himself and his stock to meet the existing conditions—

not by entertaining talk, but by the timely suggestion of the proper idea in an expeditious and businesslike manner.

Case 2.—A salesman had on sale various makes of freezers. After informing the customer that he had been shown every make of freezer on the market, the customer was made satisfied, both as to price and make, and bought a kind which was to the salesman's interest to sell and the customer's to buy.

The sale was closed, but in writing his sales-check, the salesman opened up a new and foreign line of talk—irrelevantly spoke of a "shuttle-like" movement of a certain make of freezer (not previously referred to) which some people liked but which "we" condemn, and thus inadvertently appealed to the customer's indecision and suspicion, arousing in his mind a feeling of perplexity and confusion, he lost confidence in the salesman because he did not believe in him and left without buying any freezer, saying: "I will think it over." The customer could not have bought a better or cheaper freezer.

Here, the salesman wrongly appealed to the customer's faculties of "Surprise" and "Cautiousness" instead of rightly complimenting him by appealing to his sentiments of "Pride" and "Approbation" in having made so good a selection.

A customer will usually defer to the judgment of the salesperson. This is the natural or logical order. A negative mental state appealing to a positive mental state. If the salesman now has an emotional interest in his goods—is an enthusiast, he imparts this feeling of enthusiasm to the customer and causes spontaneous emotional impressions; these, together with the mental impressions already made upon the judgment of the customer by the salesman's skill in knowledge of his stock, his tact and courtesy, place him within a short step of influencing the Will of the customer to have and to purchase.

While all impressions are made through the mind, it is necessary to do more than appeal to the judgment. We must reach deeper than the intellect and, as we have already learned, touch the more vital impulses—the feelings, the moods, the affections and the desires before the customer is moved to purchase.

The following diagram presents to the eye, in concrete form, that common but elusive term, "a knowledge of human nature in selling goods." It comprehends a list of faculties, instincts, and sentiments of the human mind to which the intelligent salesperson appeals, often unknowingly, in the sale of merchandise.

PSYCHOLOGICAL CHART OF SUGGESTIVE SALESMANSHIP

Some Faculties and Sentiments of the Mind Susceptible to Suggestion in the Sale of Merchandise.

INTELLECTUAL OR MIND

- ***Faculty or Judgment of***
  - *Quality*—[In a demonstration of the Form, Substance, or Value of Merchandise.]
  - *Use*—[In establishing the Purpose or need of a certain thing.]
  - *Proportion*—[Adaptability of certain merchandise as to Construction, Style or Effect.]
  - *Value*—[By suggesting the advantage of Price, Finish, Suitability, etc.]
  - *Construction*—[Showing utility of particular Parts or Advantage in Make.]
  - *Comparison*—[In perceiving or indicating the relative values of merchandise.]
- ***Sense of***
  - *Ideality or Beauty*—[In illustrating the Design, Style, Finish, etc., of merchandise.]
  - *Imagination*—[In citing the History or Sentimental Value of an article.]
  - *Economy*—[In proving value from an economical point of view.]
  - *Humor*—[In the sale of quaint things or comic pictures, books, toys, etc.]

EMOTIONAL OR FEELING	*Sentiment of*	*Benevolence or Friendship*—	[As in the sale of gifts.]
		Pride or Self esteem—	[In proving gratification in the appearance of purchases of personal or home use.]
		Approbation or Compliment—	[By giving credit to customer for his judicious views or selection of merchandise.]
		Curiosity or Wonder—	[By demonstrating make of merchandise or Construction or working of a mechanical product.]
		Love of Home—	[In the sale of home furnishings.]
	Instinct of	*Parental Love*—	[In the sale of merchandise to parents for children.]
		Prudence or Policy—	[In showing the value of selecting merchandise as to Make, Design, Finish or Construction.]
		Acquisitiveness—	[In proving the advantage or need in buying certain merchandise for personal or home use.]
		Cautiousness—	[In proving the need of buying the right thing.]
VOLITIONAL OR WILL	*Decision* *Conviction* *Execution* *Conclusion*	Resulting in a purchase by proper appeals to the customer's faculties and feelings—Suggestive Salesmanship.	

[NOTE.] There are other sentiments and feelings which are omitted here, some being irrelevant to our purpose, while others

are comprehended in those given above. The lower propensities and passions are omitted by design, for the sufficient reasons that scrupulous salesmanship may sell goods without appealing to them and that goods sold on a low-toned basis are, as a rule, poorly sold.

Appealing to the higher emotions and the intellect, we may have a customer whose Judgment of Values admits the worth of an article, but whose desire to purchase has not reached the conviction of his Will; possibly an appeal to his Self-esteem, if the article is for himself, or to his Benevolence, if for another, may have the desired effect.

The following incident in the making of a sale demonstrates clearly what is meant by appealing to the faculties.

Case.—A customer was undecided as to one point which, however, she failed to express. The salesman knew that the article in question was intended as a gift and incidentally remarked: "Gifts are wonderful things—this would be a pretty cold world, after all, were it not for the expression of esteem in which our friends hold us by the occasional presentation of a gift."

The suggestion struck the vital impulse and helped the customer over the chasm of indecision.

This was an incidental suggestion, but the lesson it teaches is the need for conscious observance of the many opportunities that arise in the intercourse of selling, and their direct application to the mental and emotional nature of the customer.

The more faculties appealed to in a customer, the deeper will be his interest and the greater will be the possibility of salesmaking. A combination of two or more feelings and faculties gives rise to other and varied impulses, as an association of the Imagination with the emotion of Self-esteem and the instinct of Parental-love will produce the desire to see one's children well dressed. The faculty of Constructiveness with Self-esteem will stir the pride of a mechanical mind. Acquisitiveness with Benevolence will contribute to the purchase of goods for a worthy cause.

Humor and Friendship may impel the purchase of a queer, quaint or fantastic gift, or a comic picture, toy or book for a friend. Approbativeness, Ideality, Comparison, and a sense of Proportion would feel the necessity of appearing on a par with one's neighbors, and the salesman, appealing to this combination, could sell almost any article for personal or household use. Thus we may form combinations in great variety. The

wide-awake salesperson will not only see an opportunity, but will make it. Let us illustrate:

The judgment of the customer is against the purchase of some commodity. The salesman of ordinary resources will now fall to his only argument and try to prove how cheap the article is, as though the sense of Economy was the customer's only faculty. If the salesman cannot convince, he is then at his wits' end—his effort in making the sale is done. He does not dream of the possibility of appealing to the "myriad-minded man" before him.

If, for instance, the salesman is showing a mechanical toy and he appeals to the Constructive faculty of the customer without success, as the man has little idea of mechanics, it is reasonable to presume that he has an interest in his son for whom he considers the toy, and the salesman touching the instinct of Parental-love, may cause the sale to be made as was done in the following:

> *Case.*—Selling mechanical toys, the salesman appealed to the customer's Judgment of Construction and soon learned that he had no sense of mechanism, but that "my boy is always tinkering and making things." The salesman, observing this suggestion, made a

positive counter-suggestion by appealing to the customer's negative faculty of Parental-love; showing how "his" boy would appreciate a mechanical gift coming from his father. This also appealed directly and positively to the man's sentiments of Approbation and Self-Esteem, bringing him nearer a decision to buy. The salesman quickly followed up this advantage by describing and demonstrating the toy's actions, it being a grotesque clown doing somersaults, and thus finally by appealing to his customer's sense of Humor, sold the toy without further ceremony.

Assuming that the salesman is selling an article of furniture; if he impresses, in an earnest manner of conviction, the suggestion of personal ownership, and pictures it in the customer's own home, he will have appealed to six distinct faculties and feelings of the mind as noted in this

Case.—A lady and gentleman entered the furniture department to purchase a desk and a book case. Not seeing what they fancied, the salesman suggested looking at some secretary bookcases. The lady declared, "We need two separate pieces, a desk and a bookcase," and thought they had "better try elsewhere." Prevailed upon, however, by the salesman to examine a combination

bookcase and desk, he appealed to Love of Home, by picturing it within the walls of their own library; to Ideality, by indicating its beauty of design and finish; to Acquisitiveness and Pride, by demonstrating the value of personal ownership; and, finally, to Judgment of Construction and Use, by showing the advantage of its various parts and their adaptability to certain uses. Thus, by this series of impressions upon their minds and feelings, the salesman sold the combination bookcase and desk, and also, as a second piece, a sectional bookcase. The customers really did not know what they wanted, until suggestive salesmanship [a knowledge of stock and human nature] in the hands of a master, played its part and they went away delighted with their purchases.

Using an inclement storm as a means of suggestiveness, a clothing salesman induced a customer to purchase a higher priced garment as follows:

Case.—A customer was undecided as to which of two overcoats to purchase. The salesman directed the customer's attention to the falling snow outside and most strongly appealed to his sense of Prudence, Cautiousness, Economy, and Judgment of

Proportion and Comparison, resulting in a sale of the better and more serviceable overcoat.

An evidence of appealing to the emotional nature of a customer in suggesting an appropriate wedding gift is seen in the following:

Case.—A customer looking for a wedding gift, found herself in the cut-glass department, after having inspected jewelry, pictures and statuary, still undecided what to select. When the saleswoman of the cut-glass department suggested the appropriateness of a certain piece of glassware for a gift, and spoke of the delight it would give to the recipient, she appealed to her customer's Approbativeness, Friendship, and Ideality, and influenced her to purchase the cut-glass.

13. **Action as a Means of Suggestion.**—The psychology of salesmanship recognizes not only speech, but action as an element in selling.

Appeals, suggestions, impressions and persuasions are sometimes most powerfully conveyed by an act or sign as illustrated by drawings or personated by gesture.

The art of selling frequently depends upon the art of acting. A graceful act has made many a

sale. A well-timed gesture, look, or nod, or the simple act of offering a chair, often appeals strongly to some feeling or sentiment and proves the turning point of a sale.

Illustrations.—The tactful *act* of throwing a handsome fur upon the shoulders of "Milady" appeals to her senses of Approbation, Proportion, Ideality and Acquisitiveness and the fur perhaps remains there until her admiring friends remove it at home.

Many a hat and pair of shoes have been sold in a similar manner.

A merchant tailor invariably drapes his *extended leg* to show the effect of a piece of trousering, or his *extended arm* to illustrate the effect and design of a piece of suiting.

The piano salesman *plays* his instrument to illustrate or demonstrate its tonal qualities and action; appealing to the faculties of Proportion, Time, Tune and the musical instincts of his customer.

A practical, knowing salesperson will immediately suggest *trying things on*, realizing that their Effect or Design will *interest* and *appeal* to some negative faculty and win the customer.

The following is a practical demonstration of the value of *action* in appealing to a customer's mind.

Case.—A gentleman purchased golf-balls; with him was his son, about fourteen years of age, who, seeing a certain punching bag outfit "wondered how it worked." The salesman's quick discernment and application soon satisfied the boy's faculty of Curiosity. Being a man who knew the *use* and *make* (stock-knowledge) of his merchandise, he disclosed with a few well chosen words the purpose and construction of the punching bag, and then *practically demonstrated* its working, appealing to the boy's sense of physical prowess and dexterity, and his faculties of Acquisitiveness and Pride. The lad in turn appealed to his father's instinct of Parental-love, which resulted in a sixteen-dollar sale.

We may go on indefinitely, but enough ground has been covered to convince the skeptical, and encourage the earnest salesman in an appreciation of the value of scientific salesmanship, and the need of reaching out into the broader domains of action and growth in the prosecution of his business.

We shall now consider the art of salesmanship.

SALESMANSHIP AS AN ART

As an art, salesmanship deals with the application of the principles involved in its science,

and an expression of the best rules and experience of practical business.

1. **The Purpose of Art.**—All arts are kindred, whether sculpture, painting, music, oratory, acting, or salesmanship. The purpose of each is to appeal to the intellectual and emotional nature by truthfully effective or æsthetically pleasing impressions. Anything falling short of this design is not art.

If in singing a solo the aim is to make pleasing impressions upon the auditor, in selling goods to a customer the aim should be the same. If either fails to reach this mark, neither the singing nor the selling is a production of art—both have failed in their intent; the singer and the salesman each lacked the essential training of the artist. Indeed, it is of great significance in the art of selling to win the confidence of the customer by a series of agreeable suggestions to his intellectual and emotional nature. The impressions we make upon the trade involve direct material interests, far-reaching in their power for good or ill.

2. **The Personal Equation—Culture and Training.**—In the exercise of salesmanship, from the view-point of modern store keeping, the personal equation is an element which, in its

proper application, becomes an important factor. The salesman who has reduced his business to a fine-art is not only well equipped with a knowledge of his proposition and of his fellow man, but has a conscious recognition of his own powers of being and the need of their constant improvement.

In the pursuit of an art, no one can gain preeminence without some natural aptitude; yet, by a judicious observance of its laws and a desire for proficiency, particularly in the art of selling, a person of average intelligence may pass beyond the point of accidental success and acquire a positive and permanent position in his vocation. It is entirely a matter of training and application.

A great writer says: "Genius is little more than a capacity for receiving discipline"; and "the power of applying our attention, steady and undissipated, to a single object, is the sure mark of superior genius." The popular idea that genius glides through life, winning success without effort, is not true. No successful genius ever lived who has not delved deeply into the rudiments of his business, trade, or profession. The lives of all show diligent and earnest endeavor. It was Paderewski who said: "Yes, I am a genius, but

I was first a drudge"; while we can find nowhere a more perfect incarnation of diligent activity than that represented in Thomas A. Edison. Mediocrity may become genius by incessant application and we may point to a long list of honorable and successful men and women engaged in the arts, sciences, and commerce as examples of constancy and achievement. Success means work; then *work*; and finally WORK.

That salesman is the greatest success who has the greatest knowledge of the forms of his art. Given knowledge of his stock and the ability to read and control the inclinations of his customer, the salesman with a pleasing personality and a definite, vivid, and interesting manner of speech, is almost invincible. Every such qualification is the result of art—a matter of cultivation.

While the well written advertisement may proclaim to the masses the daily wonders of a great mercantile establishment, it falls to the living tongue, animated by a psychic force, effectively and permanently to sell the merchandise advertised.

To do this, the salesman must be thoroughly conscious of the art of salesmanship. He must recognize the need of cultivating the arts through which he may make agreeable impressions—

personality, dress, voice, manner, speech, and action.

3. **The Personality and Dress.**—The salesman can scarcely expect to manifest a pleasing personality whose appearance is untidy or whose dress is showy. The dress must be neat, clean, and especially with the outside salesman, should comport with the best of that class with whom he does business. The advice to Laertes is not inopportune:

> "Costly thy habit as thy purse can buy,
> but not expressed in fancy; rich, not gaudy,
> for the apparel oft proclaims the man."

He must not intrude any mannerism of personality or dress on the notice of his customer whose interest must be absorbed in the proposition and not in the salesman. Self-consciousness is egotism. The salesman must lose himself in his art. He must be art-conscious and not self-conscious. If he is concerned more about the impression that *he* makes than that his *business* makes he weakens his efforts. Personal distinction can spring only from the concentration of our energies toward the accomplishment of

results. The salesman must realize that he is the messenger and not the message; that he must suppress his primal desire to exhibit himself for that which is of more value and interest to his customer; namely, the interpretation of his proposition as he sees and feels it. If he holds his art higher than himself, he will win confidence, respect and success.

4. **The Voice.**—Next to a beautiful disposition there is no trait of character more charming than a pure, melodious, sympathetic quality of voice. An essential requisite to the salesman is his vocal apparatus. How little does the average salesman think of its cultivation. There are great possibilities in salesmaking with a voice that rings with musical cadence and speaks in round, full tones of conviction. To arouse the emotions or persuade the intellect of a customer, vocal art is a necessary adjunct to the art of selling, and the man who appreciates the artistic element in salesmanship will cultivate power, flexibility, fulness, and melody of voice.

5. **The Manner.**—The art of selling demands that the manner of the salesman be cheerful,

courteous, patient, and free from moods, feelings, anxiety or pusillanimity; that he be tactfully friendly or reserved, as occasion demands, so that his impressions upon the customer will be not only agreeable, but express conviction and confidence.

The salesman whose conceptions are lofty elevates his profession to his own high level. The manner and bearing of such a man would be amiable, businesslike, and dignified, and he would gain more success with less effort than the man whose manner was excitable, confusing, and commonplace.

To argue that such a man as the latter is sadly handicapped by natural proclivities, scarcely justifies his manner, since he evidently fails to take himself in hand and cultivate by art that which nature denied him. With unlimited opportunities for his advancement, no man need remain commonplace when his profession calls for the highest expression of his powers.

6. **The Speech.**—The speech of the salesman should be confined, if possible, to the business in hand and all outside talk should bear indirectly upon the making of his sale. His statements should be direct and unequivocal to convince the

customer of the need of possessing the article in question. A monologist has his proper place on the stage; while the salesman should cleverly seek an expression of the customer's views by an occasional pause or, better still, a direct question after some telling point; as, "Doesn't it strike you so?" or, "That seems reasonable to a candid mind—what do you think of it?"

The customer might break in on some substantial argument by asking a question. The ready wit of the salesman must immediately discern its purport and either dismiss it by saying, "I will answer that presently," or seize the possible opportunity of closing the sale at once.

Every pause must have a *purpose*. A dead pause is out of place. The salesman must not stop short like a broken-down machine but must supplement, or summarize such of his arguments as he has noticed made the best impression. Yet he must "know when to stop." At any stage of a selling talk a customer may be ready to give the order and the salesman must know when that time comes by observing the expressions and actions of the customer. At the psychological moment he should pass the contract and pen to the customer with the request to "sign here"; or should ask, "What quantity is wanted?" or,

"Do you wish to pay for the goods?" as the case may be.

The salesman must consider himself for the occasion the equal of the man he interviews—man for man so far as their business relations are concerned. He must demonstrate his proposition or article with a conviction and power that will shape and lead the intercourse and not permit his customer to do so. His arguments must not grow stale upon his lips. They must be vitalized for every new customer and not a single point slighted when once entered upon, as the salesman can never know what little thing may strike some sentiment or faculty of the customer and cause a sale.

The interview, at its best state, should be interdependent and argumentative, but never to the point of controversy or disputation. An enlightened intercourse with his customer is due to the art of the salesman in discoursing intelligently, and in the positively convincing manner of the man who brings a message of goodwill, thus arousing interest and enthusiasm in the mind of the customer. To do this, however, the salesman must possess an infinite variety of stock knowledge and a liberal share of knowledge of human nature, with as much specific knowledge

of the customer at hand as the ingenuity of the salesman can discover. Every manifestation of interest by the customer must be observed by the salesman and built upon, one layer after the other, until the selling-structure is completed and the customer enters to purchase.

7. The Action.—The salesperson's action should be prompt, direct and businesslike. Let us suppose two salespeople of average understanding and experience, the one recognizing the "fine art" of selling, the other inappreciative of this principle; the first will be easy, self-possessed, businesslike, neat, and pleasant in voice and action; the other we find restless, inattentive, brusque in speech, slovenly in action, gaudy in dress, with an indistinct, wearisome drawl and a harsh voice. Which of these two would be the artist? To which would a customer naturally be drawn? Which would give the best service or make the most sales?

To maintain the prestige of a house founded on right principles, the salesman must be in harmony with those principles and stupidity and indifference must give way to enlightenment and devotion.

Recognizing that Salesmanship is both a

Science and an Art, the unwavering disciple will meet with a fruition that comes to him who observes and practices the principles of The Psychology of Salesmanship.

CHAPTER VIII

BLUNDERS

Life is but a training-school and he attains its prizes who best takes to heart the lessons of his own experiences, and profits by the experiences of others.—*Public Ledger.*

UPON the question of responsibility, President Baer, of the Reading Railway, in addressing its employees, said:

"Now, my solicitude is greater in degree than yours, because, as your chief, I will be the first person to receive condemnation for failure. Your shortcomings will be justly imputed to me, because it is my business to see that only competent men are employed, and that the work is well done. This responsibility passes down the whole line, involving each one of you in like responsibility. The captains of tens become responsible for the men under them; the captains of hundreds for the captains of tens; the captains of thousands for the captains of hundreds; and so in like measure until it reaches the chief.

"If the captain of ten finds a co-worker indifferent, careless or insubordinate, he must [cor-

rect the delinquency]. This power, which can never be surrendered, casts heavy responsibility on those who exercise it. It must be done fairly and justly, not in passion or personal pique, but simply to secure efficient service in the work to be done. Reasonable allowance must be made for the difference among men. Whenever it is possible by kind words or actions to help a worried, awkward and dull co-worker, it ought to be done."

Now what is said here, applies with equal force to the salesman at the counter, and as a means of attaching responsibility and recording service, the department store blunder system is a regulative measure. Like all rules and methods, it is the outgrowth of experience and is founded upon necessity.

A blunder slip, when issued, is the result of an error made and is accepted by the wise as the penalty of a violated business law. In a doubtful case, the right of appeal is not denied. The true disposition of the Blunder is educational, corrective, and the means of justly estimating value. It is not issued to satisfy a whim; in a spirit of anger, or as a personal affront. It has no terrors for the well meaning and is only disciplinary for the careless.

The policy of adding fines to blunders is, at best, questionable. Many houses have always recognized this; others have since learned by experience that, as some one has aptly commented: "It is the humiliating slap in the face which breeds disrespect and nullifies the corrective value of the blunder." An employee who would not heed a blunder without a fine, would not do so with a fine attached and only prove himself unworthy of his trust, disloyal and unqualified for responsible service.

We quote with interest the following note touching the matter of fines in relation to the government postal service:

> "Fines as a means of enforcing discipline in the postal service are to be abolished. First Assistant Postmaster-General Hitchcock has reached the conclusion that this method is detrimental, and proposes establishing in its place a system of efficiency records.
>
> "In criticism of the fining system Mr. Hitchcock says that in the absence of an efficiency record, that enables the clerk to receive full credit for work done, the plan of fining for errors is likely to discourage rapid work because of the increased liability of mistakes. Under the new plan, which will be used as a basis for all increases and reduction in salary,

employees will be given to understand that when they become generally careless or inefficient a reduction in salary will follow."

We have made a separate chapter of the subject of blunders, recording seventy kinds of errors which salespeople most often make. With a separate statement of each; comments on some, and also references to rules for the proper guidance of salespeople, blunders may, in a great measure, be eliminated by a study of this chapter.

BLUNDER SLIPS ISSUED BY THE CREDIT BUREAU

1. **Goods Sent C. O. D. in Error for Charge.**—This is a serious blunder. The salesperson making this error invariably says: "The customer so directed." This statement cannot always be credited, as a charge customer very rarely orders goods sent C. O. D.; but when she does so, the merchandise is accepted by her as a C. O. D., and there is no question about the matter. If, in the exceptional case, a charge customer orders a particular transaction sent C. O. D., the salesperson should write across the sales check in brackets, thus: [C. O. D. by request], signifying a definite arrangement. See Charge Transactions Sent C. O. D. in Error, Chapter X, page 318.

2. **Goods Sent Charge in Error for C. O. D.**—See C. O. D. Transactions Sent Charged in Error, Chapter X, page 320.

3. **Omission of Purchaser's Name on Charge Schedule.**—This is a frequent source of annoyance. Sometimes, in place of the actual purchaser's name, the word "same" is written in error. See Charge Transactions, Chapter X, page 317.

4. **Abbreviated Items of Sale.**—The salesman wrote Sal, for Sal-ammoniac on a charge schedule. In defense, he said, "I have been in the electrical business four years and never knew anybody yet to misunderstand the term 'Sal.'" This reason was insufficient. Bookkeepers rendering, and customers receiving, bills, are not, nor are they expected to be, familiar with all technical terms. What may appear clear to the writer may be obscure to the reader. Enigmas are out of place in business. See Items of Sale, Chapter X, page 336.

5. **Indistinct Items.**—A salesperson replied that lack of time prevented careful writing. This reason is about as logical as to say, "Since time is precious, no time whatever should be

wasted in making schedules. See Items of Sale, Chapter X, page 336; also Chapter X, Addresses and Names, section 1 (*c*), page 294.

6. **Omission of Items.**—Sometimes the name of the article sold is not recorded on the sales check. If the goods are to be charged, it is impossible to do so. This error results from lack of care rather than from lack of knowledge. Study Items of Sale, Chapter X, page 336.

7. **Indistinct Figures.**—See Writing, Chapter X, page 358; also, Items of Sale, Chapter X, page 336.

8. **Error in Extension.**—This is a very annoying and sometimes expensive blunder. See Chapter X, Items of Sale, section 9, page 339.

9. **Omission of Terms Net or Regular on Charge Schedules.**—See Net and Regular, Chapter X, page 343.

10. **Failure to "Back" Check in a Charge Transaction.**—See Charge Transaction, Chapter X, *note* page 313.

11. **Failure to "Back" Check for Discount.**—See Chapter X, Discount, section 3, page 327.

12. **No Cash Debit to Charge Baggage Master's Stamp.**—This is a common error. Many salespeople labor under the erroneous impression that B. M. Shipments are free to the customer. This is true only of points not touched by wagon. See Baggage Master's Stamps, Chapter X, page 307.

13. **No Cash Debit to Charge Express, Freight, or Mail.**—See Charging Express, Freight and Mail, Chapter X, page 320.

14. **Charging Merchandise to Another's Account Without an Order.**—This error involves loss of valuable time corresponding and 'phoning and results in delays and disappointments. See Chapter X, Charge Transactions, section 1, (*e*), page 314.

15. **Wrong Charge Name.**—A mistake of this kind causes confusion, often complete loss, always disappointment and much time and labor in tracing. See Addresses and Names, Chapter X, page 289.

16. **Omission of Charge Name.**—This is a serious blunder, quite unbusinesslike, can only be properly adjusted by writing to the send name

and address, or by waiting for complaint from the customer, or by sending a special messenger to investigate. In case of a Take With Charge without coin, the value of the merchandise would be a complete loss and likely charged to the person at fault. This error means trouble, expense, loss of time and money, delays and annoyance. See Charge Transactions, Chapter X, page 312.

17. **Wrong Name or Initial on a Charge Check.**—If the goods are to be delivered at the counter and the sales check is to be referred to the Credit Bureau, S. J. Wilcox may be well known, but L. J. Wilcox not known. The transaction would likely be conferred upon in the Credit Bureau and then finally sent back to the counter for verification, resulting in an annoying delay. See Addresses and Names, Chapter X, page 289.

18. **Omission of Sales Number on Schedule.**—See Sales Number on Schedule, Chapter X, page 348.

19. **Omission of Coin Number on Schedule.**—If the goods are delivered at the counter, although the coin is found to be O. K., but its number not recorded on the sales check, the value of the

goods may be a total loss. The responsibility would, in this case, rest with the inspector, but the fault primarily would be that of the salesperson who must note the coin number on the check. See Chapter X, Charge Transactions, section 1, (*d*), page 313.

BLUNDER SLIPS ISSUED BY THE TRANSFER BUREAU

20. Lost Transfer Checks and Merchandise.—A saleswoman failed to deliver a two dollar pair of shoes with the necessary transfer and checks to the inspector to be stamped "Received," and to be wrapped. The shoes and checks could not be accounted for. Another pair were taken from stock by sub-slip and charged to the saleswoman. Nearly three months later, April 28th, the shoes were found in a box in stock with the transfer checks, dated February 4th. See Chapter X, Transfers, section 9, page 355.

21. Omission of Terms Net and Regular on Transfer.—See Net and Regular, Chapter X, page 343.

22. Delivering Goods on Transfer at Counter.—This is an important matter and may result

in total loss, unless checked by the inspector. See Chapter X, Transfers, section 13, page 357.

23. **Merchandise on Transfer Delayed.**—See number 20 above, also Chapter X, Transfers, section 9, page 355.

24. **Omission of Sales Number on Transfer.**—See Sales Number on Schedule, Chapter X, page 348.

Blunder Slips Issued by the Auditing Bureau

25. **Contradictory Amounts on Sales Check.**—This error is due usually to altering figures. As an illustration: A customer bought a corset cover for thirty-five cents, the check was written, when she ordered another. The saleswoman changed the item and figures on the body of the check, but omitted changing the figures on the voucher, making it impossible for the "audit" to strike a balance in the sales check. See Void Schedules, Chapter X, page 358, also Chapter X, Items of Sale, section 9, page 339.

26. **Mutilated Sales Checks.**—As every check must be accounted for, a partly written, scratched, blurred, incompleted or imperfect check must not

go to the Auditing Bureau in the sales book. An illustration: A partly written C. O. D. check was found in auditing the sales book. A messenger from the Auditing Bureau brought the check to the aisle manager to be made void. Upon investigation, it was found that the saleswoman forgot to complete the check and send the goods as she "intended to do a little later." The goods were discovered under the counter. See Void Schedules, Chapter X, page 358. See Completion of Sales Checks, Chapter X, page 323. See Holding Goods and Money at the Counter, Chapter X, page 333.

27. **Using Wrong Department Sales Book.**—This error requires the Auditing Bureau to transfer the business represented on the wrong department book to the credit of the right department. See Chapter IX, Sales Books, section 3, (*b*), page 244.

28. **Changed or Altered Figures on Sales Checks.**—See number 25 above, also Void Schedules, Chapter X, page 358.

29. **Failure to Retain Cash Voucher.**—For the protection of the salesperson, some portion of the Stamped Paid cash schedule [see aisle man-

ager for which portion] must be retained. See Cash Paid Voucher, Chapter X, page 310.

30. **Lost Sales Book.**—In this event, neither the department nor the salesperson can be credited with the amount of the sales represented by the lost book. See Chapter IX, Sales Books, section 3, (*a*), page 244.

31. **Receiving and Returning Sales Books in Person.**—See Chapter IX, Sales Books, section 3, (*a*), page 244.

Blunder Slips Issued by the Delivery Bureau

32. **Wrong Send Address.**—This is a prolific source of error involving delays and disappointments. It is part of the liberal education of the sales person to have at least a fair, if not a general knowledge of the streets in places where wagon deliveries are made. It is also part of such liberal education to be able to spell the street names. A salesperson wrote Routh Street for Ruth Street. In answer to the wrong address blunder slip, she affirmed with positive conviction, "I distinctly asked the customer how to spell that word." It is not fair, nor good business to impose such a condition upon any customer.

A person's name has a peculiar individual property of its own, and there are no rules or laws of spelling to control it. It is quite in order to ask a customer how she spells her own name, but not quite in order to expect her to spell any other name of person or street. If in doubt, an aisle manager should be called and never any chances taken with a name or an address unless personal responsibility, and the risk of a "blunder," are to be assumed. It is a rule, however, that all doubtful names and addresses must be referred to the aisle manager who relieves the salesperson from responsibility. See *rule*, Addresses and Names, Chapter X, page 290.

33. Failure to Collect Price of Baggage Masters' Stamp.—See Baggage Master's Stamps, Chapter X, page 307.

34. Paying in Express Charges on Sales Check in Error.—See Prepaid Express, Freight and Mail, Chapter X, page 346.

35. Fictitious C. O. D. Address.—See Chapter X, C. O. D. Sales, section 7, page 322.

36. Omission of Phrase "In Care Of" (%).

—See Chapter X, Addresses and Names, section 2, (*e*), page 299.

37. **Illegible Charge Name.**—See Chapter X, Addresses and Names, section 1, (1), page 291.

38. **Misplaced Carbon.**—See Chapter X, Addresses and Names, section 1, (*b*), page 293.

39. **Delicate and Indistinct Writing.**—See Chapter X, Addresses and Names, section 1, (*a*), page 291.

40. **Phonetic Error in Name or Number.**—Some of these errors are very peculiar and can only be accounted for on a psychological basis usually resulting from the erroneous association of ideas or a complete inhibition of mind. They illustrate the absolute need of care in taking a name and address. The salesperson's usual comment in answer to blunders of this kind is, "I don't know what I could have been thinking about." See Chapter X, Addresses and Names, section 1, (*c*), page 294.

41. **Transposition of Letters in Charge Names.**—See Chapter X, Addresses and Names, section 1, (*e*), page 296.

42. Transposition of Figures in Address.—See Chapter X, Addresses and Names, section 1, (*d*), page 295.

43. Errors in Designating Direction.—See Chapter X, Addresses and Names, section 1, (*f*), page 296.

44. Omission of Numbers in Addresses.—See Chapter X, Addresses and Names, section 1, (*g*), page 296.

45. Omission of Letters in Charge Names.—See Chapter X, Addresses and Names, section 1, (*i*), page 297.

46. Omission of House Number.—See Chapter X, Addresses and Names, section 1, (*j*), page 297.

47. Omission of Local Address.—See Chapter X, Addresses and Names, section 1, (*k*), page 297.

48. Ommission of Locality—Town.—See Chapter X, Addresses and Names, section, 1, (*l*), page 297.

49. Abbreviating Town and Street Name.—See Chapter X, Addresses and Names, section 1, (*m*), page 298.

50. Failure to Correctly Identify Town.—See Chapter X, Addresses and Names, section 1, (*n*), page 298.

51. Substitution of Purchaser's Name for Street Name.—See Chapter X, Addresses and Names, section 1, (*o*), page 298.

52. Substitution of Street Name for Customer's Name.—See Chapter X, Addresses and Names, section 1, (*p*), page 298.

Miscellaneous Blunder Slips Issued by the Executive Force—Aisle Managers

53. Advance Payments for Merchandise Paid in Error on Sales Check.—See Advance Payments, Chapter X, page 305.

54. Attitudes While on Duty.—See Chapter II, section 6, page 35.

55. Failure to State "Will Call" on B. M. Shipments.—See Chapter X, Address for Baggage-Master Shipments, section 5, (*a*), page 303.

56. **Failure to "Call Back" Amount of Cash from Customer.**—See Cash from Customer and Change, Chapter X, page 310.

57. **Chewing Gum.**—See Chapter II, section 9, page 40.

58. **Sending Goods C. O. D. Less Than Fifty Cents in Value Without Referring to Aisle Manager.**—See Chapter X, C. O. D. Sales, section 1, page 321.

59. **Taking Orders on Scraps of Paper.**—See Order Memorandums, Chapter X, page 344.

60. **Entertaining Visitors.**—See Chapter II, section 2, page 27.

61. **Forming Groups.**—See Chapter II, section 1, page 25.

62. **Holding Personal Goods at Counter.**—This rule is too frequently violated. See Holding Goods or Money at the Counter, Chapter X, page 333.

63. **Holding Over Sales Checks.**—See Holding Over Sales Checks, Money and Merchandise, Chapter X, page 333.

64. **Promising Future Delivery Without Referring to Aisle Manager.**—See Future Delivery, Chapter X, page 331.

65. **Sending Cash Child on Personal Errands.**—See Services of Cash Children and 'Phones, Chapter II, section 11, page 41.

66. **Promising Special Delivery Without Referring to Aisle Manager.**—See Special Delivery, Chapter X, page 349.

67. **Misuse of Supplies.**—See Supplies, Chapter X, page 350.

68. **Failure to Suggest Use of Transfer to Purchaser in Essential Case.**—See Chapter X, Transfers, section 3, page 352.

69. **Failure to Tie Merchandise and Send Checks Together.**—See Send Goods and Checks to be Tied Together, Chapter X, page 348.

70. **Failure to Properly Record Accommodation Packages.**—See Accommodation Goods, Chapter X, page 286.

CHAPTER IX

SYSTEM—SALES BOOKS AND SCHEDULES

THE aim of this chapter is to call attention, briefly, to the kinds, uses, and care of sales books, and then in a more comprehensive manner describe and illustrate by diagram the process of schedule, or sales check, writing. In the consideration of this topic, we must, at the outset, realize the need of conscious care of details until the matter is mastered. Viewing schedule writing and all that pertains thereto from the point of practical experience in noting the kinds and numbers of errors made, even by some experienced salespeople (of whom it may be said they are not properly trained in this important branch of the business) we are constrained to note carefully, step by step, at the risk of being tediously literal, certain forms of procedure in both this and the following chapter.

The principles of system contingent upon modern storekeeping are fundamental. The proper forms of schedule writing are as essential

to the salesperson, as is a knowledge of the multiplication table to the scholar in arithmetic. The methods we have adopted, and the consecutive order of questions laid down for successful sales check writing will expedite the business and, it is hoped, will prevent many errors and misunderstandings, and the issuing of blunder slips.

SALES BOOKS

1. **Kinds.**—There are two kinds of sales books; viz., duplicate and triplicate.

(*a*) **Duplicate.**—Duplicate sales books are made up of sets of two leaves for each transaction. These leaves are called original and duplicate sales checks, or schedules.

(*b*) **Triplicate.**—Triplicate sales books are made up of sets of three leaves for each transaction, called respectively, original, duplicate, and triplicate checks. The triplicate check is *never* torn out of the book.

2. **Color.**—Sales books are of two colors, each to be used on alternate days as a convenience in auditing.

3. **Care and Use.**—Salespeople are responsible for the care and use of their sales books.

All defective, incomplete or wrong sales checks

must be officially voided. (See Void Schedules, Chapter X.)

All schedules, original, duplicate and triplicate, must show the salesperson's number, either stamped or written, as well as the department number and date.

(*a*) **Loss.**—To avoid loss of book, each salesperson must secure his or her own sales book from the book station before store opening, and return same at store closing, *in person.* A new book may be had at any time during the day in exchange for the old one; or upon order from the aisle manager. In case of a lost book neither the salesperson nor the department can be credited with the amount of sales on such book Every book must be accounted for.

(*b*) **Wrong Book.**—The salesperson must be careful to use the right department book, noting the department number and the corresponding color for the day. When the contingent salesperson changes his department he must change his book.

(*c*) **Errors.**—The salesperson being responsible for errors on his own book should not permit any one else to use it.

(*d*) **Records.**—All facts must be carefully recorded on the schedules.

Carbon Sheets

In using the sales book, but one writing is necessary, this is upon the original or top check. The duplicate and triplicate copies being made by a carbon sheet properly placed. It is important to use a fresh carbon, a soft pencil and the requisite amount of pressure to secure a clear impression upon the duplicate and triplicate checks.

1. **Place for Carbon.**—The place for the carbon in a duplicate book is between the original and duplicate checks with the carbon face down. In a triplicate book, two single-faced carbons are used, one each between the original and duplicate and the duplicate and triplicate sheets, carbon face down. If the triplicate sheet is of tissue, and inserted between the original and duplicate checks, *one double-faced* carbon is placed between the duplicate and triplicate sheets.

2. **Position for Carbon.**—The carbon must be parallel with the sides of the book and up as far as it will go. If it extends beyond or below either edge, the duplicate and triplicate checks will not show a complete record.

Sales Checks or Schedules

Each schedule has parts, the names of which it

is necessary to know. In speaking of a schedule it means more to say, "I had $1.00 on my *voucher*" than, "I had $1.00 on my *schedule*."

1. **Parts of Schedules.**—Namely, Address Coupon, Body and Voucher.

(*a*) **The Address Coupon.**—This is the upper portion (about ⅓) to be used only for the send name and address with shipping instructions. By "Shipping instructions," is meant "When" (as in case of future delivery) and "How" (as in case of freight, express or mail). For city wagon delivery, the "shipping instructions" are ignored; but when goods are shipped by rail to other near by cities, and there delivered by local wagon, the word Wagon is written in space "How to Ship." (See Cut 12, page 276.) We speak of the original address coupon; the duplicate address coupon; and the triplicate address coupon.

(*b*) **The Body.**—This is the middle portion, separated from the address coupon by a perforated line and used to itemize the goods bought. It is ruled by horizontal lines upon which are recorded the names of the goods bought and by perpendicular lines or columns at the right and left edges, in which are recorded the quantities (left) and the prices (right) in the dollars and cents col-

umns. (See Cut 1, page 252) On the body of the schedule is written, in places provided, the entire history of the transaction, such as the date; kind and amount of sale; the charge name and address; the purchaser's name; coin or order number; accommodation packages; discount; salesperson's, inspector's and cash boy's number; Net or Regular; "As Is"; allowance; special price; (C. O. D. by request); charge express, mail or freight; Deliver New, Send Old; "O. B. R"; identification; H. T. No.; "Void"; and signatures for authorization.

We speak of the original body, duplicate body and triplicate body.

(*c*) **The Voucher.**—This is the lower (about ¼) part, separated from the body by a perforated line and used to record the amount of cash from the customer; the total amount of sale; the date and the salesperson's number. (See Cut 1.) We speak of the original (or cashier's) voucher; the duplicate (or inspector's) voucher and the triplicate voucher.

2. **Schedule Numbers.**—All these three parts of schedules have corresponding serial numbers with the department number printed on each original, duplicate and triplicate check, so that

when they are detached, they may be again matched for auditing, tracing or other purpose. The series No. 64901 would be read, book 649, check 01. The next check would be 02 and so on in consecutive order. The department number would be "40." (See Cut 1 following.)

KINDS OF SALES CHECKS

For convenience, we classify checks under three heads: viz., Simplex, Duplex, and Triplex. In the writing of these checks, we comprehend a variety of twelve kinds of transactions which we shall consider in the order following.

Simplex Sales Checks
(One set of checks for each transaction named)

1 Cash Take
2 " Send
3 Charge Take
4 " Send
5 C. O. D.
6 " Merchandise.
7 Paid Counter Exchange
8 Charge " "

Duplex Sales Checks
(Two sets of checks for each transaction named)

9 Part Cash, bal. C. O. D.
10 " Charge, " "
11 " Cash, " charge

Triplex Sales Checks
(Three sets of checks)

12 Part Cash, part charge balance C. O. D.

WRITING SALES CHECKS

All kinds of transactions are written upon the same sales book, the distinguishing feature of

each kind of sale lies in the manner of writing and tearing the checks out of the book. In a mixed transaction, as 9, 10, 11 and 12 noted above, more than one set of checks is written.

1. **A Cash, Take, Transaction.**—Schedule writing is a mechanical process. The regular order of questions to be asked, and the *set forms* which we suggest, must be carefully observed in order to secure clearness of understanding with the customer, thus avoiding errors, blunder slips, useless labor and expense, and annoyance to the house, the salesperson and the customer.

A customer says: "I will have this pair of gloves," and she says nothing more. It is necessary for us to know the "kind of sale," so then, we ask our first formal question; viz.: "Do you wish to pay for them?"[1]

In every single case, we must presume Cash Payment, even though we know a customer has

[1] The logic of this form may be questioned on the presumption that, of course the customer will pay for them, and that the better form would be: "Will you pay now" or "Will you pay cash?" We object to the use of the words "now" and "cash," as they would suggest to a charge customer the idea of having goods charged, and to the person who has no account, to have merchandise sent C. O. D. when, in reality, the most desirable transaction is cash at the counter.

an account. A large percentage of charge customers, in small matters, pay cash at our indirect suggestion.

A Cash Transaction is desirable for its intrinsic value; avoids the routine of bookkeeping and correspondence; saves writing, and precludes the possibility of errors in taking, charge or C. O. D. names and addresses.

It will not do to say simply, "Pay or Charge?" Or, "Will you take them with you?" Or, "Shall I send them C. O. D.?" These forms are (1) incomplete, (2) out of the regular order, and (3) indiscreet; therefore all are wrong.

To resume. The first and only question at this stage is,

Q. 1. Do you wish to pay for them?

If the customer replies in the affirmative, we immediately fill out our schedule, as in Cut 1, page 252.

The customer, not having expressed her wish to take the gloves with her, or have them sent, our next question in order is,

Q. 2. Will you take them with you?

It would not be in good form to say, or suggest—"Shall I send them?" Unless the customer first expressed her desire to have goods

sent, it would be a direct invitation to her to do so if we asked, "What is the send name and address?" In a small matter like a pair of gloves, ninety times in a hundred, they will be taken if the question is put as in 2.

A Take With Transaction is desirable in that it avoids loss of time, expense, and possible loss of merchandise when sent by wagon. It also saves the writing of send names and addresses, and the risk of wrong address, for which salespeople are responsible. The salesperson who has not cultivated the habit of asking question 2, and nothing more, will send ninety packages out of every hundred sales; while he who carefully observes this form, will send forty out of a hundred, saving the time, energy, expense, and risk of handling, in the delivery, fifty extra send transactions. A useless increase of "Sends" also entails hardship on drivers and horses whose burdens we should seek to lighten. Drivers who are often obliged to work in inclement weather or by lamplight at night may well appreciate this.

If, in answer to our second question—"Will you take them with you?" the customer says, "Yes," our schedule (see Cut 1) is written as a "Paid Take." We then are ready to receive

Cash Take Schedule

ADDRESS COUPON

Send Name

Send Addr

40 64901 | SALES NO. 1246 | How to Ship

BODY OF SCHEDULE

DATE	KIND OF SALE	SALES NUMBER	AMT	OF SALE
10/8	Cd	1246	1	50

Chg. Name

Chg. Addr

Pur Name

40 64901	ORDER NO.	COIN NO.	ACCOM PKG.		
1	1 pr. Gloves			1	50

40 64901 VOUCHER

CASH from CUST.	SALES NO.	DATE	AMT. of SALE
	1246	10/8	1 50

CUT 1

Caution.—You will observe, in cut 1, nothing written on the address coupon. We lead up to this later. You will also notice "Cash from Cust.," not filled in. The presumption is, we do not yet know the amount and not until, "We know the customer *knows* we know" how much she gave us, do we attempt to write the amount. We must repeat to her, *as we take it*, the amount of money received from a customer. This is an important matter. (See topic, Cash from Customer and Change, Chapter X.)

"Cash from Customer," which amount we enter, after repeating it to the customer, and our schedule is completed, ready for the inspector.

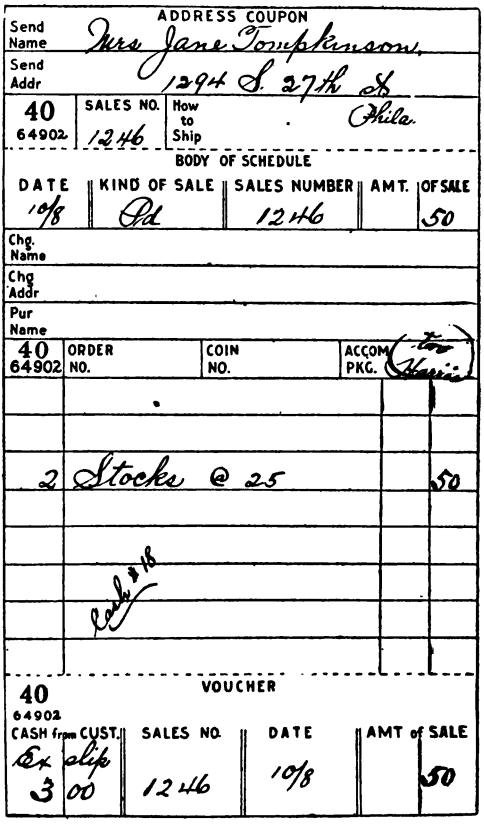
Each house has its own system of tearing out checks. We shall leave that matter for local consideration.

2. **A Cash, Send, Transaction.**—The customer says: "I will have these two stocks." She does not intimate whether she wishes to pay cash, or have them charged. So our first and only question in order is, "Will you pay for them?" If she replies in the affirmative, we proceed as in the case of the Cash Take transaction [which see], paying careful attention to "Cash from Customer." Should she give us, for example, an exchange slip for $3.00, free of restrictions [see Cash Exchange Slip, Chapter X] we treat it as cash, repeating the amount to the customer and recording same in space "Cash from Customer" as in Cut 2. We are now ready for our second question; namely, "Will you take them with you?" If she says, "No," our third question in order would be,

Q. 3. What is the SEND *Address?*

It would not be right to say, Where shall I send

Cash Send Schedule


ADDRESS COUPON

Send Name: Mrs Jane Tompkinson,

Send Addr: 1294 S. 27th St

40 64902 | SALES NO. 1246 | How to Ship: Phila.

BODY OF SCHEDULE

DATE	KIND OF SALE	SALES NUMBER	AMT.	OF SALE
10/8	Pd	1246		50

Chg. Name

Chg Addr

Pur Name

40 64902	ORDER NO.	COIN NO.	ACCOM PKG.	
2	Stocks @ 25			50
	Cash $16			

40 64902 VOUCHER

CASH from CUST.	SALES NO.	DATE	AMT of SALE
Ex clip 3 00	1246	10/8	50

CUT 2

Caution.—See Chapter X, Accommodation Goods, Items of Sale, and Cash Child's Number on Check, respectively.

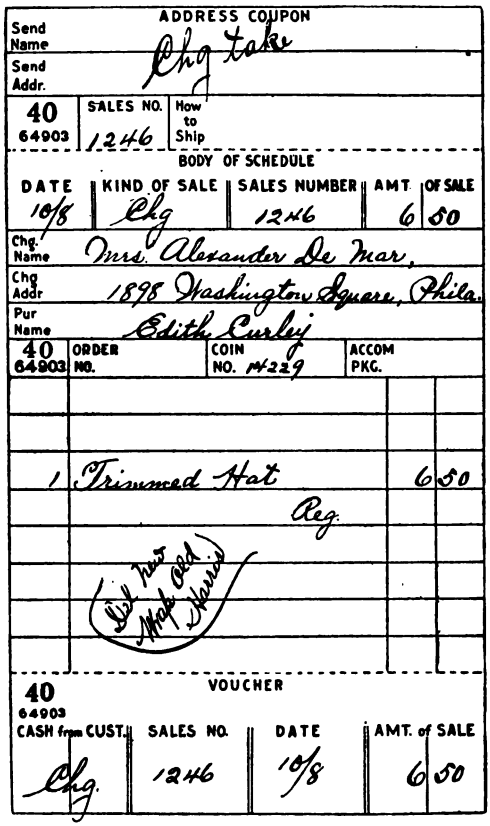
them? or, Where do you live? or, What is the name? These questions may represent good English, but they are not the best forms for our purpose. In writing sales checks we need to deal with but two kinds of addresses; namely, Send Addresses and Charge Addresses—hence, the proper form in this case is, What is the send address?

After we write the send address, we ask, "Philadelphia?" That is to say, the place in which the transaction is made, must be *named.* Never say "City?" (See Chapter X, Addresses and Names, section 2, p. 298.) This completes our formal questions in a Cash Send transaction and our schedule would appear as in Cut 2.

The customer may want a receipt. She is entitled to this in a paid send transaction, as we hold both her money and her goods. It is customary to give, as a receipt, the duplicate voucher. In some houses, according to the system of auditing, either the original or duplicate body is given. See aisle manager.

3. **A Charge, Take, Transaction.**—The customer says: "I will have this hat," without suggesting the "kind of sale." It would not be proper, as is sometimes done by salespeople, to

Charge Take Schedule


ADDRESS COUPON

Send Name: Chg Take

Send Addr.:

40 64903 | SALES NO. 1246 | How to Ship

BODY OF SCHEDULE

DATE	KIND OF SALE	SALES NUMBER	AMT. OF SALE
10/8	Chg	1246	6 50

Chg. Name: Mrs. Alexander De Mar,

Chg Addr: 1898 Washington Square, Phila.

Pur Name: Edith Curley

40 64903 | ORDER NO. | COIN NO. M229 | ACCOM PKG.

1	Trimmed Hat	6	50
	Reg.		

Del next Mail Odd Hours

40 64903 VOUCHER

CASH from CUST.	SALES NO.	DATE	AMT. of SALE
Chg.	1246	10/8	6 50

CUT 3

Caution.—See Purchaser's Name, p. 317.

say to the customer, "Pay or Charge?" This is poor form. Discretion would never suggest anything but cash payment; while wisdom would avoid asking two questions in one which may result in confusion of ideas, misunderstanding, and error. Sometimes salespeople indiscreetly say: "C. O. D. or charge?" Too often goods are sent C. O. D. when they should go charged. This is a serious blunder. (See Charge Transactions sent C. O. D. in Error, Chapter X.) There is but one right way in *all* cases and that is to assume cash payment and then to ask the formal question, "Do you wish to pay for it?" This question is unequivocal and is understood by all customers; while some customers, and salespeople sometimes, confuse the terms C. O. D. and charge.

In answer to our question, "Do you wish to pay for it?" the customer replies, "No, charge it please," we then use the definite form:

Q. 4. What is the CHARGE *Address?*

If we *erroneously* say, "What is the *name?*" and the customer replies, "Mrs. John Jones, 1696 N. Tenth Street," and after writing it upon the charge line on the sales check we ask, "What is the send address?"—the customer may say, "*That* is the send address, I want it charged

to Mrs. Marion Maynes, 1494 S. Broad Street."

There has now been made a provoking error and we must either erase the incorrect charge name from each part of the check—original, duplicate and triplicate; or else, properly, have the check officially made void by the aisle manager and write a new check.

To preclude the possibility of making this common error, the correct form of procedure is to say: "What is the charge address?" Having the charge address, our next formal question is, "What is the send address?" to which the customer replies, "I will wear the hat—you may wrap the old one for me." The transaction is now clearly a "Charge Take." (See Charge Transactions, Chapter X.) In a charge take, it is in order to say: "May I have your coin?" The coin number (see Coin, Chapter X) is placed in the space provided on the body of the sales check. It is important to secure the *purchaser's name.* (See Chapter X, Charge Transaction, section 2, p. 317.

The coin, checks, and both hats then go to the inspector who will inspect the new and wrap the old hat. The aisle manager must authorize to "deliver new and wrap old." (See Deliver

Charge Send Schedule

ADDRESS COUPON

Send Name: Mrs. Jane Williams, (Dressmaker)

Send Addr: 2992 N. 20th St. Phila

40 64904 — SALES NO. 1246 — How to Ship

BODY OF SCHEDULE

DATE	KIND OF SALE	SALES NUMBER	AMT	OF SALE
10/8	Chg	1246	20	20

Chg. Name: Mrs. Howard J. Morse.

Chg Addr: Provident Apartments, Tioga.

Pur Name: Mrs. Howard J. Morse.

40 64904 — ORDER NO. — COIN NO. 2196 — ACCOM PKG.

8 yds Tweed Suiting @ 1.25 (Net)		10	00
12 yds Granite Cloth @ 85 (Reg)		10	20
		20	20

VOUCHER

40 64904

CASH from CUST.	SALES NO.	DATE	AMT of SALE	
Chg	1246	10/8	20	20

CUT 4

Caution 1.—See Net and Reg., Chap. X.

Caution 2.—Note Charge Address differs from Send Address, in this case identification is necessary. See Chapter X, Charge Transaction, section 1, (*b*), page 313.

New and Wrap Old, Chapter X.) The term, either Net or Regular, must appear on the body of all charge checks. (See Net and Regular, Chapter X.) In space "Cash from Customer," we write "Charge," as in Cut 3.

4. **A Charge, Send, Transaction.**—A customer says: "I will take eight yards of the tweed and twelve yards of the granite cloth." The salesperson's first question in order is: "Will you pay for them?" This would, of course, suggest cash. The customer replies: "No, charge them." As we learned in the preceding transaction, our next question then in order would be: "What is the charge address?" Securing that, and the purchaser's name, we then ask, the Send Address. If the latter differs from the charge address we require the coin (see Coin, Chapter X), or some other means of identification. In this case we must also write the *send* address on the back of the *body* of the sales check when using a *duplicate* book. For Charge, Send, Schedule, see Cut 4.

5. **A C. O. D. Transaction.**—A customer selects certain articles, but does not say how they are to be sent. The salesperson would properly say: "Do you wish to pay for them?" The customer replies: "I will pay the driver." This

C. O. D. Schedule

ADDRESS COUPON

Send Name: Mrs. John T. Watres.

Send Addr: 1698 Vine St, Phila.

40 64905 | SALES NO. 1246 | How to Ship

BODY OF SCHEDULE

DATE	KIND OF SALE	SALES NUMBER	AMT OF SALE
10/8	C.O.D.	1246	2 48

Chg. Name

Chg. Addr

Pur. Name

C.O.D.

40 64905 | ORDER NO. | COIN NO. | ACCOMB PKG.

2	box Ammonia @ 10		20
1	Sponge (No 2 x)		1 65
2	Chamois @ 25		50
1	Chamois		40
		2	75
	less 10%		27
		2	48

VOUCHER

40 64905

CASH from CUST.	SALES NO.	DATE	AMT. of SALE
C.O.D.	1246	10/8	2 48

CUT 5

Caution.—See Discount, page 325.

would be a C. O. D. (collect on delivery) sale. All C. O. D.'s are practically charges until paid for. Some houses direct the charge portion of the sales check to be filled out, others, chiefly to avoid the possibility of confusion and errors in sending charges as C. O. D.'s or C. O. D.'s as charges, use the form we have adopted in Cut 5. As there is no direct, present payment in a C. O. D., we write "C. O. D." in the space "Cash from Customer."

6. A C. O. D., for Other Merchandise, Transaction.—The request to send out merchandise for merchandise is unusual and special. It may be for another size, color, or style; or, on account of damage in delivery or wrapping; imperfection; wrong goods, etc. Every such request must be referred to the aisle manager, who will use discretion in the matter as there are other ways to meet such cases. Should it be desired to send, for example, one man's hat valued at $2.50 in exchange for another of the same value, a regular C. O. D. sales check is written; then, in addition, we write obliquely across the body of the sales check, the words: "Driver—Bring Back One Man's Hat, Value $2.50." This statement must be authorized by the aisle manager (in some houses, also by the Bureau of Accts.) before the

Paid, Counter Exchange, Schedule (Take With)

ADDRESS COUPON

Send Name

Send Addr.

40 64906 | SALES NO. 1246 | How to Ship

BODY OF SCHEDULE

DATE	KIND OF SALE	SALES NUMBER	AMT.	OF SALE
10/8	Pd Ex.	1246	0	00

Chg. Name

Chg. Addr.

Pur Name

40 64906	ORDER NO.	COIN NO.	ACCOM PKG.		
1	Belt				50
Ex	1 Belt returned				50
					00

Checked Ex Nov

VOUCHER

40 64906

CASH from CUST.	SALES NO.	DATE	AMT. of SALE
Pd Ex 000	1246	10/8	000

CUT 6

Caution.—In spaces "Kind of Sale" and "Cash from Customer," we write "*Pd. Ex.*" In an exchange of *equal value*, the spaces, "Amt. of Sale" and "Cash from Cust." are represented by *ciphers*. If the article brought in for exchange is less in value than that bought, the form would be the same as illustrated above; except that the "Amt. of Sale" would be the *difference* in values, and "Cash from Cust." of course, such amount as received. The items would then read:

1 Belt	1.00
Cr. 1 Belt returned . . .	.50
(Difference=Amt. of Sale)	.50

This form of check is sometimes called a Difference Check. (See Item, Cut 7.)

inspector will pass the article in place of that to be returned.

7. **A Paid, Counter Exchange, Transaction.**—In some houses an exchange for merchandise of *equal* or *greater* value may be made at the counter, usually for size, color or better grade. For all other exchanges the customer is required to go to the regular exchange desk. In counter exchanges, the salesperson must call the aisle manager, who will open the package and authorize to exchange, or not, at his discretion. If the article was originally a cash or C. O. D. transaction, a Paid Counter Exchange sales check is written. (See Cut 6.) This must be signed by one person of the department (buyer, assistant, or head of stock) and also by the aisle manager who interviewed the customer. Thus O. Ked., the cashier will stamp the check paid. The exchanged article is stocked, and the new inspected, wrapped and delivered to customer. A counter exchange may be sent out through the delivery by filling out the send address coupon. (See Cut 7.)

8. **A Charge, Counter Exchange, Transaction.**—In a charge counter exchange, the same form of interview, signatures and authorization is

Charge, Counter Exchange Schedule (*Send*)

ADDRESS COUPON

Send Name: Mrs. Rhoda Trimple,

Send Addr.: 326 N. 26th st, Phila.

40 / 64907 | SALES NO. 1246 | How to Ship

BODY OF SCHEDULE.

DATE	KIND OF SALE	SALES NUMBER	AMT. OF SALE
10/8	Chg. Ex	1246	1 50

Chg. Name: Mrs. Rhoda Trimple,

Chg. Addr.: 326 N. 26th st Phila.

Pur. Name: Mrs. Rhoda Trimple

40 / 64907	ORDER NO.	COIN NO.	ACCOM PKG.		
1	String Beads			2	50
Or 1	String Beads returned			1	00
	Chg			1	50

VOUCHER

40 / 64907 CASH from CUST.	SALES NO.	DATE	AMT. of SALE
Chg Ex	1246	10/8	1 50

CUT 7

Caution.—In spaces "Kind of Sale" and "Cash from Customer" write the term "*Chg. Ex.*" If the beads were equal in value, the difference, or "Amt. of Sale," would be represented by *ciphers*. (See Cut 6.)

Part Cash, balance C. O. D., Schedule
(*1st set—C. O. D.*)

ADDRESS COUPON

Send Name: Mrs H. D. De Forrest

Send Addr.: Glenside Ave 4th House from Larchwood Ave.

40 64907 | SALES NO. 1246 | How to Ship: Merchantville N.J.

BODY OF SCHEDULE

DATE	KIND OF SALE	SALES NUMBER	AMT OF SALE
10/8	C.O.D.	1246	2 50

Chg. Name

Chg. Addr. C.O.D.

Pur. Name

40 64907	ORDER NO.	COIN NO.	ACCOM PKG.		
1	Boy's Quirk (Cat 1839)			10	00
	By Cash			7	50
	Bal. C.O.D.			2	50

40 64907 VOUCHER

CASH from CUST.	SALES NO.	DATE	AMT of SALE
C.O.D.	1246	10/8	2 50

CUT 8

Caution 1.—While the customer pays $7.50 in cash, we must bear in mind we are writing a *C. O. D.* check and in space "Cash from Customer," must place the letters C. O. D. A record of the $7.50 cash is to be shown on the following check, No. 09.

Caution 2.—While the amount of the sale is actually $10.00, the *C. O. D.* amount is $2.50.

Caution 3.—In writing two or more checks (duplex or triplex) it is necessary to make cross references, as on check No. 08 we write—see check No. 09; and on check No. 09, we write—see check No. 08. Should we write on the last check in the book and another check was required, the reference should contain the *whole* series number of the *new* book; as, see check 65001.

Part Cash, balance C. O. D., Schedule
(*2d set—Paid*)

ADDRESS COUPON

Send Name

Send Addr

40 64909 | SALES NO. 1246 | How to Ship

BODY OF SCHEDULE

DATE	KIND OF SALE	SALES NUMBER	AMT. OF SALE
10/8	Pd	1246	7 50

Chg. Name

Chg. Addr.

Pur. Name

40 64909	ORDER NO.	COIN NO.	ACCOM PKG.

By Cash 7 50

pr ck # 08

40 64909 VOUCHER

CASH from CUST.	SALES NO.	DATE	AMT. of SALE
20 00	1246	10/8	7 50

CUT 9

Caution 1.—The customer may tender a larger amount than the value of the sale in a part payment, as in any other cash transaction. See "Cash from Cust.," Cut 9.

Caution 2.—The actual amount of sale is $10,00; but the *cash* amount is $7.50. The C. O. D. amount $2.50 on the C. O. D. check, plus the cash amount $7.50 on the cash check give the real amount represented by the *two* checks.

Caution 3.—We cross the address coupon of the cash check as there are no goods to be delivered on this check. It closely resembles a Cash Take Check, but is not identical.

Caution 4.—The cash check is used only for the purpose of *paying in* the cash. It does not represent the item of sale, for which, reference is made to the next preceding check No. 08. Notice cross reference of checks.

Caution 5.—The money and cash checks (original and duplicate), go to the cashier who stamps the checks "paid," and returns same with change to the salesperson.

Caution 6.—Should the customer want a receipt for the money paid, it is usual to give her the duplicate voucher of the cash check. The duplicate body of the cash check stamped "paid" is pasted on the back of the C. O. D. card by the inspector.

required as in the previous transaction. They are identical except that, when the goods exchanged were originally bought for cash or C. O. D., a paid check is written; when originally charged, a charge check is written. (See Cut 7.) If the goods are taken with by the customer, it becomes a Charge Take, and the check must be authorized by the Credit Bureau.

9. **A Part Cash, Balance C. O. D., Transaction.**—A customer prepays $7.50 and requests a $10.00 suit of clothing to be sent by the driver to whom she will pay the balance. In this case, duplex checks are used. (See Cuts 8 and 9.)

> *Rule of Complex Checks.*—When two or more sets of sales checks (duplex or triplex) are used in a single transaction, that set which carries out, or delivers the goods, is the first written.
>
> The first set of checks must be completed and torn out of the book, before the second or third is written.

In a part cash, balance C. O. D., the C. O. D. check necessarily carries out the goods—hence our first check is the C. O. D., Cut 8.

10. **A Part Charge, Balance C. O. D., Transaction.**—A customer buys a dinner set for

Part Charge, balance C. O. D., Schedule
(*1st set—C. O. D.*)

ADDRESS COUPON

Send Name: Mrs. Martha Murthas

Send Addr: 2796 Pine st. Camden, N. J.

40 64910 | SALES NO. 1246 | How to Ship

BODY OF SCHEDULE

DATE	KIND OF SALE	SALES NUMBER	AMT. OF SALE
10/8	C.O.D.	1246	5 00

Chg. Name

Chg. Addr: C.O.D.

Pur. Name

40 64910 | ORDER NO. | COIN NO. | ACCOM PKG.

1	Dinner Set (Dresden 145 blue & gold)	25	00
	By Chg	20	00
	Bal. C.O.D.	5	00
	Del. ck # 11		

VOUCHER

40 64910

CASH from CUST.	SALES NO.	DATE	AMT. of SALE
C.O.D.	1246	10/8	5 00

CUT 10

Caution.—This being the C. O. D. check, observe spaces "Cash from Cust.," and "Amt. of Sale."

Part Charge, balance C. O. D., Schedule
(2d set—Charge)

ADDRESS COUPON

Send Name

Send Addr.

40 64911 | SALES NO 1246 | How to Ship

BODY OF SCHEDULE

DATE	KIND OF SALE	SALES NUMBER	AMT OF SALE
10/8	Chg.	1246	20 00

Chg. Name James G. Jamos.

Chg. Addr 2899 Land Title Bldg.

Pur Name Mrs. Walter Scott Byron.

40 64911 | ORDER NO. 942 | COIN NO. | ACCOM PKG.

1	Dinner Set (Rosecx 145 blue & gold)	25	00
	By C.O.D.	5	00
	Bal. Chg. (Net)	20	00
	Per CK # 10		

40 64911 VOUCHER

CASH from CUST.	SALES NO.	DATE	AMT of SALE
Chg.	1246	10/8	20 00

CUT II

Caution 1.—It would not do simply to write "By Charge $20.00." This being the charge check, the bookkeeper must know *what* to charge. She does not see the C. O. D. checks—hence, the body of the charge check must contain the *whole* transaction, the result showing the charge amount, as noted in Cut 11.

Caution 2.—We cross the address coupon of the charge check as there are no goods delivered on this check. It closely resembles a "Charge Take Check," but it is not identical.

Caution 3.—Merchandise charged to one address and sent to another, requires either a coin or an order. In this case we have the latter, so its number must be placed in space "Order No." If there is no "Order number" blank space provided on the sales check, cross out the word "Coin" and write "Order."

Caution 4.—The Purchaser's name is not always that of the *charge* name and may, or may not, be the same as the *send* name. In this case they all differ. The possession of the order, however, covers such cases. (See Charge Transaction, Chapter X.)

Part Cash, balance Charge, Schedule
(1st Set—Charge)

ADDRESS COUPON

Send Name: Rev. Hannibal B. Banks,
Send Addr: 4429 Schuylkill Ave Norristown, Pa.

40 / 64912 | SALES NO. 1246 | How to Ship: Wagon

BODY OF SCHEDULE

DATE	KIND OF SALE	SALES NUMBER	AMT. OF SALE
10/8	Chg	1246	3 00

Chg. Name: Rev. Hannibal B. Banks.
Chg. Addr: Norristown, Pa
Pur. Name: Hannibal B. Banks

40 / 64912 | ORDER NO. | COIN NO. | ACCOM. PKG.

1 pr. Congress Shoes	5	00
By Cash	2	00
Bal. Chg. (Reg)	3	00
See Ck # 13		

40 / 64912 VOUCHER

CASH from/CUST.	SALES NO.	DATE	AMT of SALE
Chg	1246	10/8	3 00

CUT 12

Caution 1.—Although $2.00 cash is paid, we must be careful to write "Chg." in space "Cash from Cust." on *this charge check.*

Caution 2.—While the *whole* amount of sale is $5.00, the *charge amount* is $3.00.

Caution 3.—Observe, in this transaction, unwrapped "accommodation," of *shoe laces*, properly recorded and authorized.

Part Cash, balance Charge, Schedule
(2d set—Paid)

ADDRESS COUPON

Send Name

Send Addr.

40 64913 | SALES NO. 1246 | How to Ship

BODY OF SCHEDULE

DATE	KIND OF SALE	SALES NUMBER	AMT OF SALE
10/8	Pd.	1246	1 80

Chg. Name

Chg. Addr.

Pur. Name

40 64913	ORDER NO.	COIN NO.	ACCOM PKG.	
	By Cash		2	00
	less 10%			20
			1	80
	Rec'd ck # 12			

VOUCHER

40 64913

CASH from CUST.		SALES NO.	DATE	AMT of SALE	
1	80	1246	10/8	1	80

CUT 13

Caution 1.—Assuming the customer is entitled to discount (see Discount, Chapter X), and fulfils the requirements to secure it, we may allow discount on the two dollar cash check as above noted. The discount clerk would need to see both checks (charge and cash) in this case. The discount on the $3.00 "chg. ck." would be allowed by the Bureau of Accts. and shown on the monthly bill.

Caution 2.—If the customer desired to take the shoes with him, the first check would be written as a "Charge Take." In this case, of course, identification would be necessary. So would it be, if the send address differed from the charge address.

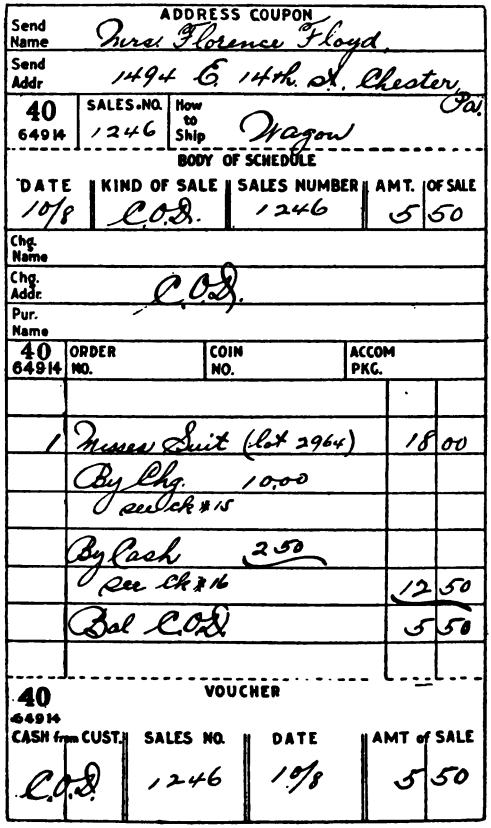
If the coin was absent, or the check marked "refer," it would, in this transaction, be necessary to send *both cash and charge checks* to the Credit Bureau for authorization.

$25.00 and offers a purchasing agent's order for $20.00, directing the balance C. O. D. In some houses this is a case for the Credit Bureau to adjust, particularly where the rule is to have all Charge schedules representing "breakable goods" O. Ked. before the order is filled. In other houses two sets of checks are written, which, with the order, accompany the goods to the delivery for final disposition. In our plan we shall consider the latter method. (See Cuts 10, and 11.)

11. **A Part Cash, Balance Charge, Transaction.**—A customer with a limited account buys a pair of shoes valued at $5.00, requests $3.00 to be charged and offers to pay $2.00 cash. The "chg. ck." will take the shoes out so the "chg. ck." will be written first. (See Cuts 12, and 13.)

12. **A Part Cash, Part Charge, Balance C. O. D. Transaction.**—A customer may purchase a Misses Suit for $18.00, present an order to charge $10.00; pay $2.50 cash; and ask the balance to be collected when the suit is sent home. While this is an unusual request, it is by no means remarkable. In this case triplex sales checks are written. The C. O. D. is written first, as it carries out the suit. (See Cuts 14, 15, and 16.)

Part Cash, Part Charge, balance C. O. D., Schedule
(*1st set—C. O. D.*)



ADDRESS COUPON

Send Name: Mrs. Florence Floyd.

Send Addr: 1494 E. 14th St. Chester Pa.

40 64914 | SALES NO. 1246 | How to Ship: Wagon

BODY OF SCHEDULE

DATE	KIND OF SALE	SALES NUMBER	AMT. OF SALE
10/8	C.O.D.	1246	5 50

Chg. Name

Chg. Addr. C.O.D.

Pur. Name

40 64914	ORDER NO.	COIN NO.	ACCOM PKG.		
1	Misses Suit (lot 2964)			18	00
	By Chg. 10.00				
	per ck # 15				
	By Cash 2.50				
	per Ck # 16			12	50
	Bal C.O.D.			5	50

40 64914 VOUCHER

CASH from CUST.	SALES NO.	DATE	AMT of SALE
C.O.D.	1246	10/8	5 50

CUT 14

Caution.—The items must be so recorded that the *result* tallies with the *Kind of Sale.* This is the C. O. D. schedule, and the result, which is $5.50, corresponds with the C. O. D. amount.

Part Cash, Part Charge, bal. C. O. D., Schedule
(2d set—Charge)

ADDRESS COUPON

Send Name: X

Send Addr:

40 64915 | SALES NO. 1246 | How to Ship

BODY OF SCHEDULE

DATE	KIND OF SALE	SALES NUMBER	AMT.	OF SALE
10/8	Chg	1246	10	00

Chg. Name: Pierpont Pusey

Chg. Addr: 1997 St Lancey Place Phila.

Pur. Name: Florence Floyd

40 64915 | ORDER NO. 1098 | COIN NO. | ACCOM PKG.

1	Misses Suit (Cat 2964)	18	00
	By C.O.D. 5.50		
	Rec ck. # 14		
	By Cash 2.50	8	00
	Rec Ck # 16		
	Bal. Chg. (Cat)	10	00

40 64915 VOUCHER

CASH from CUST.	SALES NO	DATE	AMT of SALE
Chg	1246	10/8	10 00

CUT 15

Caution.—1 Observe "Order" number. *2.* This is the charge check and the result, $10.00, corresponds with the charge amount.

Part Cash, Part Charge, bal. C. O. D., Schedule
(*3d set—Cash*)

ADDRESS COUPON

Send Name

Send Addr.

40 64916 | SALES NO. 1246 | How to Ship

BODY OF SCHEDULE

DATE	KIND OF SALE	SALES NUMBER	AMT. OF SALE
1/8	Cd	1246	2 50

Chg. Name

Chg. Addr.

Pur Name

40 64916	ORDER NO.	COIN NO.	ACCOM PKG.	
	By Cash		2	50
	See Chks. 14-15			

40 64916 VOUCHER

CASH from CUST.		SALES NO.	DATE	AMT of SALE	
2	50	1246	1/8	2	50

CUT 16

Caution.—Observe cross references to both preceding checks.

CHAPTER X

SYSTEM—METHODS

In the consideration of methods we have necessarily restricted ourselves to that portion of system which, in its general phases, bears directly upon the need of the salesforce to know —eliminating the principles involved by use of the "sub-slip"; the procedure in the adjustment of complaints; and such other elements of system as come particularly within the jurisdiction of the management or executive forces.

On general principles, that house is best managed that draws a sharp line of demarcation between the control of the merchandise interests and those of the purely executive.

The average buyer, interested as he is solely in his own department, knows little and cares less about the details of system and general management. It is to the aisle manager, or executive man, being constantly present, that the entire control and responsibility for proper service and conduct of the salesforce in his section should fall, thereby representing the manage-

ment and conserving as well the best interests of the buyer. This executive will, of course, follow the system laid down by the management, and will see that the instructions given in the school for salespeople are properly carried out. The aisle manager, in a well conducted store, is the centre around which everything in his section revolves. He needs therefore to be a man of broad view, self-command, unfailing courtesy, and prompt judgment and action. He is the *one* clearing house for the adjustment of all local matters of business pertaining to the interests of the customer or the regulation of all the "help" within his own section. There are, of course, times when some matters may need to be referred to higher authority for final adjudication.

A salesperson's business is, of course, to sell merchandise, but in the selling, he takes a hand in one hundred thousand daily cash and charge transactions, thirty thousand of which are delivered by wagon and otherwise shipped to various points. As an intelligent contributing factor in disposing of this business, he is required to know something about routine. The salesperson is, in a measure, a bookkeeper. His sales book is his day book and the records he

enters there find their way to the various departments of the house: viz., the Accounts; Credit; Audit; Delivery (with its bureaus of Freight, Express, Mail, Hold, and Packing); Inspecting; Transfer; Adjustment; Lost and Found; and Exchange.

Since the operations of the salesperson involve, to some extent, contact with each of the above named departments, he may rightly be considered a part of the clerical force of each, and as such should know something of the methods of each. It shall now be our province to consider the established principles of system, or methods, of department store routine. Each of the 108 topics discussed in this chapter, is separately and minutely treated, and alphabetically arranged.[1]

ABSENCE

See Chapter II, section 15, page 47.

ACCOMMODATION GOODS

In the strict sense of the term, an "Accommodation" is the personal property of a customer which she may request to have wrapped with a purchase to be taken, or sent.

[1] Topics referred to, when not otherwise indicated, are to be found alphabetically arranged in this chapter.

1. **Wrapped With.**—An accommodation package may be accepted to be wrapped with any kind of purchase, whether Take or Send, Paid, Charge, C. O. D., or a mixed transaction, also transfers.

Exception.—The exception is made by some houses in case of the C. O. D. sale. Merchandise is the property of the store until paid for. A customer, for some reason, may refuse a C. O. D. package, hence such houses take accommodation packages, but send them *separately* to the customer on a "Hold Ticket." See aisle manager.

2. **Restriction.**—Accommodation packages containing combustibles, matches, explosives, etc., are refused. See aisle manager.

3. **Breakable.**—Accommodations of a breakable or fragile nature, or likely to spill, such as liquids in bottles, certain powders, etc., are received to be packed and sent separately. See aisle manager.

4. **Manner of Recording.**—In the blank space provided for "accom.," the *salesperson* enters the number of lots of such accommodation packages, using the word "one" or "two," or "six" (not the numeral 1, 2, or 6). See Cut 2, Chapter IX.

Upon each such package, whether taken or sent, must be written the salesperson's number, schedule number, and department number, followed by the word, one, two, or six, indicating the number of packages in the lot. Thus, 1246–16–98–two, signifies sales number 1246, schedule number 16, department number 98, and two, the number of lots.

5. Sent.—If the "accom." is to be sent, the name and address of the customer must appear in addition to the above on every single package, as:

Mrs. John K. Burke,
1936 Glenside Square, Phila.
1246–16–98–two.

6. Other than Packages.—The "accom." may be something not tied with paper and twine, as a sample of dress goods, pair of gloves, book, handkerchief, rubbers, personal card, letter, etc., and not to be written upon. Such articles are *not* recorded by number, but by the *name*. The word Gloves, Shoe-laces, Rubbers, Sample lace, Card, etc., is to be written in the blank space "accom." (See Cut 12, Chapter IX.)

7. **Authorization.**—Every accommodation package, or unwrapped accommodation article, must be authorized by signature of the aisle manager to pass inspection and to be wrapped with taken or send transactions.

8. **Held at Counter.**—"Accoms." must not be held at the counter. Customers, in a polite manner, should be referred to the Parcel Checking Desk, where personal goods are held and a check given for same. If, however, a salesperson's customer insists upon the salesperson holding a package "just for a few minutes," the customer's name and address must be written upon it and if possible the contents ascertained, then immediately taken to the aisle manager, with a description of the customer. See Holding Good or Money at the Counter, page 333.

Addresses and Names

Matters concerning names and addresses are of serious importance to observe. It is far easier to get a name and address wrong than right. It requires thoughtful care and a clear understanding with the customer at the counter. If these are not granted, the effort is futile and the

results disappointing to the house, expensive to the department, hurtful to the salesperson and, worse than all, provoking to the customer. Merchandise has been charged to the wrong account through error in charge name, while a wrong send address entails in its wake fifty-fold more trouble, time and wasted energy in tracing and adjusting than if taken right at first. Merchandise is mussed, depreciated in value and often ruined by excessive handling in case of a wrong send address. It would be a valuable object lesson for salespeople to see, just after a Christmas season, for instance, the wretched condition of the tons of tossed and much handled merchandise in the Delivery Department of a large house, awaiting adjustment of claims and errors. Much responsibility for this is directly traceable to salespeople. Yet some individuals on the salesforce are so careful that they do not know what a blunder-slip for a wrong address means.

Rule.—In every case, when taking a name or an address, use conscious care. When one party charges or sends goods to another party or address, such charge name or send address being in doubt as to spelling or location, refer to the aisle manager before the purchaser leaves the counter.

Illustrations of Errors Made

A customer gives the name Lawnton, the salesperson takes it Thornton.

The customer says Joyce St., salesperson writes Joy St.

The customer says 2033, salesperson writes 3033.

As a matter of instructive interest, we show the following samples of names and addresses similar to a hundred more bona fide errors in our possession.

1. Kinds, Causes, and Effects, of Errors in Names and Addresses.—

(*a*) **Errors Due to Illegible and Indistinct Writing.**—Usually the result of carelessness, often to a lack of pressure on the pencil. To write clearly is a qualification in a salesperson as necessary as intelligence, courtesy and stock knowledge.

(1) *Names of Persons.*—The following names, mostly charges, had to be referred to the salesperson for verification. In some instances, they could only be guessed at.

Miss T. H. Nadesty, written for Miss T. H. Hadesty.
P. A. B. Micely, written for P. A. R. Nicely.
Mrs. J. Fullke, " " Mrs. J. Suelke.
" K. L. Lass " " " K. L. Hass.
" W. E. Eietrick " " " W. E. Dietrich.
Prof. R. K. Qwn " " Prof. R. K. Town.

(2) *Names of Streets.*—The effects of this error: Either a messenger from the delivery to interview the salesperson, or two trips by driver and consequent delay.

Carpenter St., written to look like Copner St.
Queen " " " " " Green "
Barnet " " " " " Garnet "
Norris " " " " " Morris "
Brown " " " " " Crown "
Chelten Ave. " " " " Cheltenham.

(3) *Names of Places.*—Effects same as (2). If beyond wagon delivery, double express charges, paid by those at fault.

Lansdale written to look like Lawndale.
Moorestown " " " " Morristown.
Morristown " " " " Norristown.

(4) *House Numbers.*—Effects same as (2).

1155 N. 10th St., should be 1153.
2002 Columbia Ave., " " 2007.
343 S. 49th St., " " 543.
808 Lancaster Ave., " " 3808.
169 N. 16th St., " " 469.

(*b*) **Errors Due to Poor or Misplaced Carbon.**—In a house that sends out goods on the duplicate Address Coupon, this is a common source of annoyance. When the carbon shifts out of proper place, or is too much used in spots, the writing on the original does not impress the duplicate or the triplicate checks. If the carbon is not high enough, either the upper portion of the name, or the entire name fails to appear. Note the following errors of figures either dropped out or indistinct, resulting either in two trips necessary or possibly absolute failure to deliver to proper address. (See topic, Carbon Sheets, Chapter IX, page 245.)

(*1*) *Names of Streets and Number of Houses.*—

1019	Market,	should be	New Market
1451	N. mac	" "	N. Camac
426	clid Ave.	" "	1426 Euclid Ave.
1111	N. 4	" "	1111 N. 41st St.
1840	S. 2	" "	1840 S. 22d "
309	N. 15	" "	3309 N. 15th "

(*2*) *Names of Persons.*—Most errors of this kind result principally from the carbon not being up high enough. We can only represent here errors showing that the carbon was not parallel with the sides of the sales book, as:

A. G. Hexam	should	be	Hexamer.
Mrs. J. M. Swiml	"	"	Swimley.
Chas. Sixsmit	"	"	Sixsmith.
Harvey Willia	"	"	Williamson.

(*c*) **Phonetic Errors.**—Due to a lack of appreciation of sound. Cause: Usually carelessness. Effect: If charge names, they have to be referred to salesperson for verification; if send addresses, they necessitate two trips by driver to properly deliver. Sometimes they must be held for complaint.

(*1*) *Names of Persons.*—

Mrs. F. B. Rooks,	should	be	Mrs.	F.	Brooks.
" L. Lawtenreith	"	"	"	L.	Autenreith.
J. C. Way	"	"		J. C.	Wade.
R. Peekin	"	"		R. P.	Keen.
Mrs. K. Erkurtz	"	"	Mrs.	K. E.	Kurtz.
" S. Stone	"	"	"	S. T.	Owen.
" P. L. Moore	"	"	"	P.	Elmore.
" K. U. Ingham	"	"	"	Q.	Ingham.
" D. E. Leo	"	"	"	D.	De Leo.
Wm. Hyle	"	"		Wm.	Weyl.

(*2*) *Names of Streets.*—

Race	taken	for	Reese.
Walnut	"	"	Wallace.
Pine	"	"	Vine
Crown	"	"	Brown.
Morris	"	"	Norris.
Farson	"	"	Folsom.
Cambria	"	"	Cambridge.

Colorada	"	"	Corona.
Green	"	"	Queen.
W. Master	"	"	Westminster.
Rex	"	"	Lex.
Montreal	"	"	Montrose.
Marshall	"	"	Marston.
Chestnut	"	"	Jessup.
Joy	"	"	Joyce.
Walton	"	"	Morton.
Wood	"	"	Wolf.
Thornton	"	"	Lawnton.
Vernon	"	"	Mt. Vernon.

Lawrence (st.) for Florence (Ave.)
Frankford (Ave.) for Franklin (St.)

(*3*) *House Numbers.*—

2216 N. 7,	should	be	2016.
2227 N. 10	"	"	2237.
3734 F'k'd Ave.	"	"	4734.
2515 N. 15	"	"	2516.
474 N. 7	"	"	464.
6266 Jefferson	"	"	5266.
3449 N. 18	"	"	2449.
6001 Federal	"	"	1601.

(*4*) *Names of Places.*—

Morristown	written	for	Moorestown.
Morristown	"	"	Norristown.
Lansdale	"	"	Lawndale.
Thorndale	"	"	Lawndale.
Bridgetown	"	"	Branchtown.

(*d*) **Errors in Transposition of Figures in Addresses.**—

341 Washington Ave., should be 314.

1409 Girard	"	"	" 4109.
1816 Mt. Vernon St.		"	" 1618.
4822 N. 16th	"	"	" 2248.
504 Broadway		"	" 405.

(*e*) **Errors in Transposition of Letters in Charge Names.**—This error sometimes results in charging to wrong account.

L. G. Miel	should be	L. G. Meil.	
M. Alidaw	"	"	M. Laidlaw.
J. Oniell	"	"	J. O'Neill.
John S. Veolke	"	"	John S. Voelke.
P. Wamsly	"	"	P. Walmsey.

(*f*) **Errors in Designating Direction.**—Usually resulting in two trips in delivery with consequent delay.

545 N. 49	should be	S. 49.	
426 S. 10	"	"	N. 10.
804 Girard Ave.	"	"	E. Girard.
409 Norris St.	"	"	W. Norris.

(*g*) **Errors of Omission of Figures in Addresses.**—

479 Chester Ave.	should be	4079.	
512 Hunter "	"	"	5512.
28 S. Rhode Island	"	"	208.
406 Market St.	"	"	4006.

(*h*) **Errors in Augmenting Figures in Addresses.**—

224 N. 10th	should be	24.	
2233 S. 8th	"	"	223.

3636 Market " " 636.
4677 N. 4th " " 467.

(*i*) **Errors of Omission of Letters in Charge Name.—**

H. S. Fuman,	should be	H. S. Furman.
W. S. Whitly,	" "	W. S. Whitely.
Morris Neman,	" "	Morris Neiman.
J. G. Witcome,	" "	J. G. Whitcomb.

(*j*) **Errors of Omission of House Number.—**

J. R. Sears	[ ]	Girard Ave.
H. P. Vandergrift	[ ]	18th St.
W. Lyon	[ ]	N. 16th.
J. Wolther	[ ]	Lehigh Ave.

(*k*) **Errors of Omission of Local Address.—**

John T. Raymond, Mt. Airy, should be Allen's Lane and McCallum St., Mt. Airy.

Mrs. James Otis, Oak Lane, should be 11th St., Oak Lane.

Miss Mary Winslow, St. David's, should be Montgomery Ave., St. David's.

Mrs. J. Wallace, Jenkintown, should be Cor. Meeting House and Fox Chase Roads, Jenkintown, Pa.

(*l*) **Errors of Omission of Locality—Town.—**

807 Washington St., Del., should be Wilmington, Del.

29 N. 9th St.,	should be	Darby, Pa.
35 N. 33d,	" "	Camden, N. J.
28 N. Walnut Ave.	" "	Merchantville, N. J.

(*m*) **Errors of Abbreviating Town and Street Name.**—

West C.,	written	for	West Chester.
Atl. City,	"	"	Atlantic City.
Chest. Hts.,	"	"	Chester Heights.
Falls,	"	"	Falls of Schuylkill.
Spr. Vil.,	"	"	Spring Village.
Holmesburg J.,	"	"	Holmesburg Junction.
Sp. Gar. St.	"	"	Spring Garden St.
W. Minster Ave.	"	"	Westminster Ave.

(*n*) **Failure to Identify Town Correctly.**—

349 E. 5th St., Phila., should be Darby, Pa.
1224 Market St., Phila., " " Wilmington, Del.
506 Arch " City, " " Camden, N. J.
2729 W. 3 " " " " Chester, Pa.
320 Marshall St., City, " " Norristown, Pa.

(*o*) **Substitution of Customer's Name for Street Name.**—

Mrs. K. Farnum, 829 Farnum St., should be Taylor St.
Mrs. George Streeter, 2014 W. George St., should be W. York St.
Miss B. Boyer, 554 Boyer St., should be N. 11th St.

(*p*) **Substitution of Street Name for Customer's Name.**—

Mrs. W. B. Fawn, 1524 Fawn St., should be Mrs. W. B. Short.

2. Manner of Securing Name and Address.—"Ordinary care is not sufficient. It takes *ex-*

traordinary care." Note the following seven points:

(*a*) **Get the Purchaser's Attention.**

(*b*) **Write Legibly.**

(*c*) **Get Local Address.**—(Street name and house number. If lane, road or pike, the nearest intersecting road, or land mark.)

(*d*) **Ask if Address is Philadelphia.**—Never say "City." The term City is too general, vague and indefinite, and often results in misunderstanding.

> *Case.*—Customer gave address 304 Pine St. Salesperson said "City?" and the customer thoughtlessly replied, "Yes." After a week, upon complaint of not receiving her goods, she was located in Camden, N. J. The delivery of a large store covers hundreds of towns, many of which have streets identically the same in name.

(*e*) **In Care of** [%].—A package must not be delivered to a hotel, institution, wharf, ferry, railroad station or other public place, unless addressed to some *individual.* If that individual is not well-known, or his address is temporary, as a patient in a hospital, a student at some school, or a transient guest at a hotel, such individual should be addressed in care of some responsible, or well-known person as follows:

(1) Mr. John Smithers,
Room 506.
Hotel Walton,
℅ Clerk. Phila.

Note—In this case the room number is usually sufficient, but the clerk would be a responsible party.

(2) Mr. James Warnock,
Pennsylvania Hospital,
Phila.
℅ Dr. Watson (or Ward 5; or
Mr. Stevens, Nurse; or The Janitor).

(3) Henry Miller,
Stephen Girard Bldg.,
Room No. 499. Phila.

(4) Louella Weatherly,
Phila. Public Library,
Chestnut St., abv. 12th.
℅ the Librarian.

(5) Mrs. Harvey Plowman,
Pensauken, N. J.
℅ Mrs. Miller, opposite Station.

Note.—Mrs. Plowman presumably lives at some distance from the town, and beyond the limits of store wagon service.

(6) Jeanette Pearl,
Darlington Seminary,
West Chester,
℅ The Janitor. Pa.

(7) John Smith,
Belview, N. J.
% Merchant & Co.,
698 Market St., Phila.
To go with other goods.

Note.—In this case, John Smith is buying a bill of goods from Merchant & Co., with which goods the above purchase is to be shipped.

(8) Sinclair St. John,
2098 Market St.,
Wilmington, Del.
% Steamer *Brandywine*, Arch St. Wharf.

(*f*) **Read the Name and Address Aloud to Customer.**

(*g*) **Show Customer the Name and Address for Verification.**

3. **Address for Employees' Call Packages—Time Desk.**—Employees' purchases to be sent to the Time Desk must contain the name, department, and house (store) number; as,

Mr. Thomas Trueboy,
1492 Dept. 20.
% Men's Time Desk,
Basement [or 1st floor rear].

Miss Jennie Folk,
1629 Dept. Accts.
% Women's Time Desk,
5th Floor [or Basement].

4. Address for Express, Freight and Mail.

(*a*) **Prepaid.**—The following forms are used for either express, freight or mail prepaid:

John Black,
Harper's Ferry, West Virginia.
By Express via U. S. Ex., *Prepaid.*
[or, By Freight via B. & O. Prepaid].
[or, By Mail, Prepaid].

(*b*) **Charged.**—The following forms are used for either express, freight or mail charged:

John Black,
Harper's Ferry, West Virginia.
By Mail *Charge.*
Cash Debit 3848–6.
[or, By Express, Charge, Cash Debit, 3848–6].
[or, By Freight, Charge, Cash Debit, 3848–6].

(*c*) **Collect.**—The following forms are used for either express or freight collect:

John Black,
Harper's Ferry, West Virginia.
By Freight via B. &. O. *Collect.*
[or, By Express, etc.].

Note—Do not write C. O. D. for Collect. C. O. D. implies collection for value of merchandise.

5. Address for Baggage-Master Shipments.—There are three distinguishing features in all baggage-master shipments; namely, *Will Call*, *Forward*, *Local address.*

(*a*) **Will Call.**—Note the following:

Mrs. John Williams,
Lancaster Pike,
Oxford, Pa.
℅ B. M. Broad St. Station. *Will Call.*

In this address, the term Will Call means that the customer will call at the baggage-master's department (or Package Room), at the Broad Street Station, Philadelphia, *this* end of the line, get her package and *take it herself* upon the train to destination. A Will Call baggage-master transaction is the exception, and must be referred to the aisle manager. A Will Call request usually means special delivery for some certain train. Will Call requests are usually made by persons who leave the train at some destination where there is no local ticket agent or baggage-master, or who live or intend to visit at some point beyond wagon or baggage-master service, and thus make this request in order to avoid sending the package by express and for personal convenience.

(*b*) **Forward.**—Note the following:

Miss L. H. Parks,
40 Willow Ave.,
Lansdale, Pa.
℅ B. M. Reading Terminal *Forward.*

The word forward signifies that the package is to be *sent through* to the station at Lansdale and there, at the *other* end of the line, received by the customer.

(*c*) **Local Address.**—There must be a local address on every baggage master shipment, as in the two preceding examples. Should the customer fail to call for her package, correspondence may be had with the local address. Every day a baggage master package is unclaimed, storage charges accumulate for some one to pay. The local address also helps to distinguish a package. There may be several persons by the name of Parks or Williams claiming goods from the baggage master, who may thus better identify the package.

(*d*) **Stations Without Baggage Master.**—Merchandise sent to a station where there is no ticket agent or baggage master, must be claimed at the baggage car upon arrival of train at destination, otherwise such merchandise is carried to the next nearest station where there is a ticket agent.

(*e*) **Baggage Master Merchandise Not to Firms.**—No merchandise will be taken addressed to business houses. All baggage master shipments must be addressed to an individual. No goods are

delivered to residences. They must be called for at either end of the line.

(*f*) **Charges.**—Purchases made at stores are shipped free by them care baggage master, *except* at such points touched by wagon service. For rates of charge see topic, Baggage Master's Stamps, this chapter.

(*g*) **Restrictions.**—Certain goods on account of weight, bulk, value or those subject to breakage, combustion, damage, etc., are not taken care baggage master. See aisle manager.

Advance Payments

Cash in advance for merchandise which cannot be delivered on the day ordered, must be paid in by a check in the Advance Payment Book [never by a sales check]. The money and advance checks are sent to the cashier. The advance checks are stamped paid and returned to the salesperson. The original advance check is given to the customer as a receipt, the duplicate advance check is filed, usually at the nearest Exchange Desk, until such time as the merchandise is ready for shipment. The duplicate advance check is then used as cash, the amount of which is entered in the space "Cash from Customer," upon the sales check which carries out the goods.

All merchandise ordered in advance for future delivery must be recorded on the Order Memorandum Book. See House Correspondence, Chapter IV, section 15 (h).

Allowances and "As Is"

If, for some reason [imperfection, end of piece, job lot, etc.], a special price, or an allowance of goods is made, the buyer, assistant, or aisle manager (in special cases) would O. K. the sales check by signature to pass inspection as "allowance" or "as is." The usual form of such authorized items would appear on the sales check as follows :—

9¼ as 9 yards of Crepe Melrose @ 1.00=9,00
12 yards (full) Prunella Cloth @ 1.00=12.00
1 Bisque Figure "as is" 1.00.

Allow Inspection—Approval

Requests of customers to allow inspection of goods at home, or to send merchandise out on approval must be referred to the aisle manager.

Assisting in Other Sections

See Chapter IV, section 12.

Arrangement and Care of Stock

See Chapter V, section 4.

Attitudes While on Duty

See Chapter II, section 6.

Baggage Master Stamps

All baggage master shipments must be prepaid. See local rate book or aisle manager for charges, weight, and restrictions. The house pays charges on all packages within its baggage master service; *except* at such points also covered by its wagon delivery. In such case wagon service is free, but baggage master service is to be charged to the customer. If the customer prepays baggage master stamp, the aisle manager will secure the stamp. Should a customer request stamp to be charged, in some houses the salesperson simply writes on body of sales check, "charge stamp," but in others (and the better way) the aisle manager issues a "Cash Debit" charging same. This cash debit is attached to the charge sales check and sent with the goods to the delivery.

Bills

Requests for itemized bills, or privilege to charge on proximo bill, are matters for the Department of Accounts to consider. (See aisle manager.)

Books

See Sales Books, Chapter IX, section 1, page 243.

Borrowing Appliances

See Chapter II, section 7.

Business and Personal Passes

Employees required to attend to store business outside the store must have a Business Pass issued by the aisle manager. Those on personal business, or leaving before store closing time must have a Personal Pass. Business and personal passes are to be left with the time keeper upon leaving the premises.

Cards with Purchases

See Gifts—O. B. R.—Cards.

Cash Child's Number on Schedule

When a cash boy or girl carries a cash transaction, his or her number must be written by the salesperson on the sales check. (See Cut 2, Chapter IX.) A cash child without a numbered badge or button is not properly authorized for cash service. The protection of the salesperson, against lost or misappropriated money, rests upon an observation of this rule.

Cash Debit

A cash debit is an order issued by the aisle manager charging the account of a customer with the cost of mailing, express or freight.

A cash debit is attached to the charge sales check and sent through with goods in the regular way to the delivery O. Ker, and thence to the bookkeeper. See Charging Express, Freight, or Mail, page 320.

Cash Exchange Slips

Cash Exchange Slips [vouchers given to cash customers in exchange for merchandise returned] are to be accepted as cash in payment for other merchandise, and change given on same unless stamped "For Merchandise Only," in which case the entire face value must be used for merchandise. If one sale does not cover such face amount a transfer should be suggested. If the customer protests, see aisle manager. In all cases of sales for "Mdse. Only," the abbreviation "Sp. Ex." (special exchange) should be written upon that part of the sales check which is wrapped with the goods. Cash Exchange Slips must be distinguished from Credit Side Slips. The latter are given to charge customers as a

receipt for merchandise returned for credit, and are good for no other purpose.

Cash from Customer and Change

In every case where money is passed from customer to salesperson, the latter must "call back" at the time, the amount so received. This should not be done in a perfunctory manner. There must be a clear understanding. The salesperson must know that the customer also knows the true amount of money passed, so as to avoid possible controversy, insinuating suspicion, or loss of money. Such care is also to be exercised in making change. The amount should never be given in bulk, but carefully counted out, piece by piece, into the hand of the *right* customer. Before giving change, the salesperson should ask how much the customer gave her.

Cash Paid Voucher

In all cash transactions, the salesperson must carefully retain some portion of the stamped-paid sales check (see aisle manager for which). Such cash paid vouchers are to be kept together and delivered with the sales book to the Auditing Bureau at the close of the day. Should the

Cashier's Voucher go astray, that stamped-paid portion of the sales check retained by the salesperson is the only remaining evidence of the money having been paid in. To avoid being charged with the amount of the sale, the sales person's protection lies in retaining such stamped-paid voucher.

CALLING "CASH"

See Chapter II, section 10.

CARE OF FIXTURES AND SECTION

See Chapter II, section 13.

CARE OF STOCK

See Chapter V, section 4.

CHANGE OF ADDRESS

See Chapter II, section 12.

CHANGE TO CUSTOMER

See Cash from Customer and Change.

CHANGE HELD AT COUNTER

See Holding Goods and Money at Counter.

CHEWING AND EATING

See Chapter II, section 9.

Coat and Cloak Rooms

See Chapter II, section 17.

Criticism of Customers

See Chapter II, section 8.

Charge Transactions

1. **Identification.**—Identification means simply the act of proving the customer to be "herself" and does not give authority to deliver goods.

All charge purchases must be passed upon by the Credit Department, either by a personal representative, or by reference to the inspector's coin book, before the goods can be delivered to the customer.

(*a*) **Same Address.**—

Rule 1.—When goods are charged and sent to the same address, identification is not necessary.

This rule has one notable exception as seen in the following:

Note.—This is not true of baggage master shipments. If goods are charged to one address and sent to the same, *but* in care of baggage master, it clearly becomes a *different* address and a coin, order or identification at the counter is necessary. When goods are left at a public place like a railroad station,

any one giving the customer's name could obtain the goods, which if left there without proper authority, namely, coin, order, or identification, any consequent loss would fall upon those at fault. While this exception is of infrequent occurrence, its heeding is the more imperative.

(*b*) **Different Address.**—

Rule 2.—When goods are charged to one address and sent to another, identification is necessary.

Note.—In this case the send address must be written, for reference, upon the back of the *body* of the sales check when, as in some houses, a *duplicate* book is used. In a triplicate book this is not necessary, as the entire record of the transaction is preserved on the triplicate sheet which is never torn out of the book.

(*c*) **Manner of Identification.**—Coins and orders are used for purposes of identification. (See Charge Coin, also Charge Orders below.) In the absence of the coin or an order, refer to aisle manager.

(*d*) **Charge Coin.**—A charge coin is a metal disc bearing an individual number and stamped with the initial or name of the firm issuing it. Coins are furnished to certain charge customers as a means of identification. When presented, the coin number must be placed on the sales check in the space marked "Coin No."

Spurious coins, also coins of other houses may

be tendered, and wrong coin numbers are sometimes given in error to salespeople, therefore we have

Rule 3.—A salesperson must never put a coin number on the sales check *without seeing the coin* and carefully noting its number.

(*e*) **Charge Orders and Sub-orders.**—A purchaser may present an " Order " for merchandise to be charged to the account of the party issuing such order. Orders to purchase and charge are usually issued by purchasing agents to their customers. Such orders invariably bear a number which must be placed on the sales check in the space marked " Order No."

A regular charge check is written ; the proper charge name, and the purchaser's name both carefully noted, the order is then pinned to the charge check, taken with the goods to the inspector's desk where the goods are wrapped and sent with the charge check and order to the delivery. If the goods are to be " taken with," the order and sales check must first be referred to the Credit Department for authorization before the goods are delivered to the customer.

It is a rule that every purchase must be represented by an order. When more than one pur-

chase is to be made with one order, a transfer must be used. (See transfer, section 10, page 356.)

Sometimes a purchaser, without an order, will direct goods to be sent to her and charged to a purchasing agent. The salesperson will ask for an order and the customer will say, " Oh, that is all right, I always have goods charged that way," and so the salesperson will fill this *verbal* order not seeming to know it is " all wrong." In every such case, the delivery O. Ker refers to the Credit Department where the files are gone over to find an order which, of course, is not there. In one month there were over 450 parcels held-up because of *No Order.* Multiplying 450 by 12 we have 5,400 delayed transactions in one year through this one kind of error alone, involving the unproductive energy of the clerical force, wasted time and expense in writing and 'phoning for orders to release the merchandise held. On the other hand are disappointed customers, although themselves partly at fault, waiting for their goods which are detained from one to three days before released on order. A customer ordering goods charged to another's account and sent to her own address, without a written order, must be referred to the aisle manager. If he decides to accept the verbal order, he will plainly

write on the sales check "No Order," sign this statement, and inform the customer of a possible delay in receiving her goods.

Orders on one house are sometimes used on another at the discretion of the holder.

A purchaser may also have an order for ten dollars and make an eight dollar purchase. In this case she may either surrender the entire order; or, demand for future use, a difference order for two dollars. This would be called a "Sub-order."

Sub-orders are usually good only for the day issued and are not transferable or accepted by any other house.

A sub-order, like an order, would have to be referred with the sales check to the Credit Department for authorization in a Take With Charge.

(*f*) **Taken With Charge.**—

Rule 4.—When goods are ordered charged and to be delivered at the counter, identification is necessary. The coin will identify in amounts up to ten dollars. In amounts exceeding ten dollars, or when the customer has no coin or order, see aisle manager for identification.

(*g*) **Refer Coin.**—For cause, and sometimes in error, coins are checked "refer" in the inspect-

or's coin book. In this event the coin and sales check must be dispatched quietly and at once to the Credit Bureau either by the tube system or by special messenger.

If the return of the check is unusually delayed, and the customer is waiting, see aisle manager.

(*h*) **Identify.**—Sometimes referred schedules are returned authorized by the Credit Bureau for delivery at the counter, but stamped "Identify." In this event the customer may be identified by some responsible employee by placing his or her name and number beside the word Identify; this will warrant delivery of the goods.

(*i*) **Unauthorized.**—Should the sales check be returned by the Credit Bureau unauthorized and marked, "Must be identified." "Deliver goods and ask customer to call at Credit Bureau." "Refer customer to Credit Desk." "Not known at this address." "Party has no account here." "Must have an order," or any other such direction, notify aisle manager at once.

(*j*) **Part Charge, Balance C. O. D.**—See this transaction, Chapter IX, section 10, page 272.

(*k*) **Part Charge, Balance Paid.**—See this transaction, Chapter IX, section 11, page 280.

2. **Purchaser's Name.**—In a Charge transac-

tion, the purchaser's name, written in full, must appear in the blank space for same upon the charge sales check. If, in answer to the question, "Who is the purchaser?" the customer says: "The same," this word "same" must be avoided and the actual charge name rewritten. Should the customer, after receiving her monthly bill, say: "I did not purchase the gloves you charged to me," and reference was made to the original check on file to see who did buy them, the word "Same" would be too indefinite to indicate who the real purchaser was.

The purchaser's name need not necessarily be identical with the charge name. Goods are frequently purchased by one person and charged to another.

3. **Charge Name and Address.**—Care must be taken to get the Charge name *in full* and the charge address correct.

Charge Orders and Sub-orders

See Charge Transaction (*e*), page 314.

Charge Transactions Sent C. O. D., in Error

Sometimes charge transactions, in the best judgment of the Credit Bureau, are sent C. O. D.,

the salesperson in that event is not interested in the matter; but when, through carelessness or misunderstanding, a salesperson sends goods C. O. D., when they should be sent charged, it becomes a serious blunder. A charge customer has an established credit and standing, and when a package is sent to her C. O. D., without previous arrangement or understanding, it insidiously discredits her. She is made to feel that the management questions her ability or desire to pay. This is a keen thrust and carries with it a personal sting. Since she asks to have her goods sent charged, she feels hurt that the house is not only unfair in mistrusting her, but also that it is not frank enough to express that distrust in a fair, businesslike way, but openly insults her by peremptorily sending her goods C. O. D.

In one month there were ninety such cases of sending goods in error C. O. D., instead of charged. If we multiply this by twelve we have over 1,000 disappointed customers. Out of this number some are irretrievably lost. This serious error should be avoided by a clear understanding and by following our order of questions as directed under heading: Writing Sales Checks, Chapter IX, page 248.

It sometimes happens that a charge customer,

for certain reasons, directs goods sent C. O. D. In this case, the salesperson should write on the face of the schedule [C. O. D. by request], indicating that there is a definite understanding of the case.

CHARGING EXPRESS, FREIGHT OR MAIL

In some houses, the salesperson simply writes across the body of the check "Chg. Express," or "Chg. Freight," or "Chg. Mail." In other houses, the more formal and better method is to have the aisle manager issue a Cash Debit to be carefully pinned to the sales check which goes through to the bookkeeper. See Cash Debit, page 309, also Address for Express, Freight and Mail (*b*), page 302.

C. O. D. TRANSACTIONS SENT CHARGED IN ERROR

Errors in sending C. O. D. transactions when they should be charged are infrequent and usually discovered by the delivery O. Ker. They have, however, gone through, in that case, the customer was under the necessity of coming to the store to pay for an article which the driver insisted upon leaving without pay, or, perhaps, at the end of the month the customer was surprised to find a

bill rendered for the amount. Such a customer, without an established credit with the house, may repudiate the bill and deny ever receiving the merchandise. See the order of questions under heading, Writing Sales Checks, Chapter IX, page 248, and avoid errors of this kind which may result in a total loss of the merchandise, the value of which would be charged to those at fault.

C. O. D. Sales

1. **Limited in Amount.**—Many houses do not care to send merchandise C. O. D. less than fifty cents in value. Such requests must never be refused by the salesperson who should refer the matter to the aisle manager.

2. **Future Delivery.**—Many houses refuse to hold C. O. D.'s over twenty-four hours; others hold them at the discretion of the aisle manager, not exceeding three days. Others again, upon a partial payment, will hold them any reasonable length of time, if staple goods, and sold at regular price. Refer all C. O. D. futures to aisle manager.

3. **Baggage Master and Mail.**—No goods can be sent care baggage master, or by mail, C. O. D.

4. **Express and Freight.**—Goods can be sent

by express (or freight by arrangement) C. O. D., but the amount must be $3.00 or over. The lowest limit in some houses is $5.00.

5. **Accommodation with C. O. D.**—See Accommodation Goods, page 286.

6. **C. O. D. for Mdse.**—By special arrangement. See C. O. D. Mdse. Transaction, Chapter IX, section 6, page 263.

7. **Fictitious C. O. D. Sales and Addresses.**—It too often happens that goods sent out C. O. D. cannot be delivered, as either the sale itself, or the address given, is apparently fictitious. There are two causes for this. (*a*) "Padding" sales. (*b*) An apparent mania of some customers for shopping. A salesperson resorting to so suicidal a policy as the first is inordinately foolish to shatter his reputation and sacrifice his position for so cheap a price. The second cause may be remedied by care and tact. An illustration: A customer said, "Oh, ain't that a beautiful parasol." The saleswoman had scarcely removed it from the show case, when the customer without examination or comment ordered it sent C. O. D. A little caution and a desire to know the real motive of the customer would have prevented the

salesperson sending out a handsome, expensive article only to be returned by the driver, "no such address." By excessive handling the parasol was rendered unfit for regular stock. Upon investigation, the salesperson said: "I knew that parasol would come back when I sold it." With such a strong conviction of a fictitious purchase, she should have referred the matter to the aisle manager. See also Illegitimate Sales, Chapter IV, section 10, page 109.

Completion of Sales Checks

A salesperson must not neglect to complete a sale and its accompanying schedule before entering upon another sale. A violation of this rule frequently results in errors difficult to adjust, and sometimes total loss. When the schedule is completed, it must accompany the goods without delay to the inspector's desk. *This must be done in every single case of a Cash, or a Take With transaction.* There obtains a condition, however, as in the sale of some one special bargain article sold at a price that may cause a temporary rush. At such a time a discreet and careful salesperson, at his own risk of making a mistake, may be impelled to take orders so rapidly that all schedules, *except*, of course, "Take With" and

"Paid," are filled out and left in the book until a temporary lull permits filling the order. By this method waiting customers may be quickly and quietly served. This is, however, a violation of a valuable mechanical rule that guards against errors and loss, and should *not be permitted in a regular sale*, or at a regular counter where a variety of goods is sold. See Blunder 26, Mutilated Sales Checks, Chapter VIII, page 233.

Coin

See Charge Transaction (*d*), page 313.

Date on Sales Check

It is necessary to fill in the blank space for the date on all parts (address coupon, body and voucher) of schedules. This is sometimes, in error, omitted on paid checks, and when the cashiers' or inspectors' stamps are not clear, it is a difficult matter to adjust a complaint, or trace an article from a check without a date.

Delivered Charges

See Charge Transaction.

Deliver New, Send (or Wrap) Old

A customer may wish to wear the new article and request the old sent, or wrapped to be taken.

The forms, "Del. New, Send Old," or "Del. New, Wrap Old," must be written on the body of the original check and traced through to the duplicate or triplicate leaves. After the check is stamped paid, or the coin in a Delivered Charge found to be O. K., the aisle manager will authorize the transaction. See Cut 3, Chapter IX.

Delivery Paid Credit (Call)

Sometimes a customer may offer in payment for merchandise the receipt, or side slip of a "Call Card." This is given by the driver to her for some article of merchandise called in from her home. Such Call receipts must be converted into cash (unless the transaction was originally charged) to make them valid for payment of merchandise at the counter. See aisle manager.

Directing Customers

See Chapter IV, section 8, page 106.

Discount

1. **Allowance.—**

(*a*) **Regular Goods.**—Discount is allowed only on goods that are sold at the regular price. Merchandise, commonly known as "bargains" or sold at a reduced price, is termed "Net." No discount is to be allowed on Net goods.

(*b*) **Discount Voucher.**—Discount is to be allowed to those who present a Discount Voucher good for the *day of issue only*.

(*c*) **To be Figured on Cash and C. O. D. Checks Only.**—Discount is to be figured on the face (body) of Paid or C. O. D. sales checks only. See Cuts 5 and 13, Chapter IX. On charge checks and transfers, the matter of discount is regulated by writing the terms *Net* or *Reg.* upon the charge checks or transfers. See Net and Regular, page 343.

(*d*) **Employees.**—Discount is allowed on employees' personal purchases or such as are made with employees' own money. Between 10 A. M. and 4 P. M. employees must have a discount voucher to secure discount. Before or after such time, the shopping permit secures discount with signature of aisle manager on the sales check.

(*e*) **Certain Other Persons and Vocations.**—Discount is allowed to the following classes, if *registered*—purchasing agents, clergymen, ecclesiastical and charitable institutions, etc., and to dealers and certain businesses upon merchandise used in the business; as, to merchant tailors on cloths and trimmings; to dressmakers on dress goods and trimmings; to hotels, boarding houses,

etc., on household goods, furniture, bedding, linens, carpets, upholstery, etc., and not on personal apparel. When in doubt, see aisle manager.

2. **Disallowance.**—Discount is not allowed at the counter on transactions which the salesperson does not settle; namely, charge checks and transfers. In such cases the terms Net or Reg. must be shown on the body of the charge check and on the transfer check and sheet, so that the bookkeeper and the transfer clerk, respectively, may know how to settle the question of discount on a charge transaction or on a transfer.

3. **"Backing" Checks for Discount.**—On the back of the body [or voucher, see aisle manager for which] of each original Cash or C. O. D. sales check, must be written the customer's name, address and reason for allowing discount; as,

Henry J. Thomas,
1298 Walnut St.,
Merchant Tailor. Or,

Rev. John R. Chadwick,
Millersville, Pa. Or,

James. R. Johnstone,
Manager Hotel Charlemagne. Or,

J. B. Scott,
1429—Dept. 40.

4. **Authorization.**—To be valid, all Paid or C. O. D. schedules must be sent, together with the discount vouchers, to the Discount Clerk, to be stamped "Discount O. K." and signed.

DRESS—PERSONAL APPEARANCE

There is a concurrence of thought among the leading store managements throughout the country regarding the need for uniformity of dress in business, just as there is a recognized need for uniform courtesy and businesslike bearing. This principle of dress, like every rule of conduct, is founded upon necessity and not born of a narrow spirit of personal dictation. It permits unlimited scope in style and individual taste and is restrictive in the matter of color only. The accepted form of dress for business women is:

> White waist and dark skirt; or complete dark dress of solid color. Black or white neckwear.

There are two obvious reasons for this rule, one

eminently practical; the other agreeably sentimental. The first aims to avoid the flashing incongruity of colors and frills in dress, out of harmony and good taste in business life. The second is due to a consideration for those not able or not inclined to over dress.

The dress for men is restricted to becoming apparel of modest color.

Entertaining Visitors

See Chapter II, section 2, page 27.

Employees' Purchases

Employees purchasing goods must have a shopping permit. No goods are to be delivered at the counter to an employee unless specially authorized by the aisle manager of the section where the purchase is made. Employees' "Take With" purchases should be sent to the Call Desk. If there are several call desks, carefully note right one. See Address for Employees' Call Packages, page 301.

Exemption.—Purchases of members of the executive force and actual heads of departments are exempt from this rule.

Employees' purchases to be sent direct to the home address take the regular delivery course.

Employees' Packages Brought In

Packages brought to the store by employees must be left at the employee's call desk, or in charge of the person at the locker. Such packages may be received from there again in going out. If the package is for exchange, or required to be brought into the department, it must be first left at the call desk, and later released by an order from the aisle manager in the section where it is to be exchanged. This order will describe the goods and serve as authority to exchange same.

In case of customers or others bringing in a package or gift for an employee, the aisle manager should be called and, in the presence of the person bringing in the package, requested to send same to the call desk.

Employees' Records

See Chapter II, section 20, page 50.

Exchanges at the Counter

See Chapter IX, Counter Exchange Transactions, sections 7 and 8, page 266.

Floor Permits

See Chapter II, section 4, page 31.

Forming Groups

See Chapter II, section 1, page 25.

Future Delivery and Hold Goods

All requests for Future Delivery and Hold Goods must be referred to the aisle manager. C. O. D. transactions must never be held at the counter until the close of the day, but dispatched immediately to the delivery department with a Future Delivery Tag attached, properly filled out and O. Ked. by the aisle manager. Tags are sometimes torn off in handling and lost in transit, so the date when goods are to be delivered should also be written in space "How Ship," on address coupon of schedule. If goods are to be held for "Instructions," or "To be called for," the facts must be carefully noted on both tag, and Address Coupon of sales check.

Charged or Paid for merchandise may be held indefinitely. For holding C. O. D.'s, see C. O. D. Sales (2), page 321.

Giving Out Packages

The same degree of care is needed in giving out a package as giving out change. It is gross neglect of duty to permit an inspector or cash child to give out a package. It is not much less so for another salesperson. A wrong package

given out involves two innocent parties, the house and the customer, in annoyance; while responsibility, and loss if any, attaches to the salesperson at fault. During a rush, the salesperson should safeguard himself by requesting the customer to retain the number of her package, that is, the sales-check number. Then in giving out a package to ask the customer the number of her purchase which should correspond with the number of the sales check. If in doubt verify the merchandise.

GIFTS—O. B. R.—CARDS

With certain classes of merchandise such as jewelry and silverware, by a special system of inspection, prices and sales checks are removed from all goods sold. In other departments, when the customer requests the price removed, an O. B. R. (omit by request) sticker is attached to the sales checks in addition to the signature of the aisle manager authorizing the removal of all prices and omission of the sales check from the package. This is an important matter to observe. If the purchaser's card is to accompany the goods, it should be enclosed in an envelope and signed for by the aisle manager as an accommodation. See section 6, page 288.

HOLDING GOODS OR MONEY AT THE COUNTER

No merchandise must be held at the counter except unsold stock belonging to the house.

Rule.—Personal or accommodation packages; merchandise sold "Take With"; or any money or change belonging to a customer, must not be held at the counter, but immediately given to the aisle manager with the facts. Merchandise sold "Sent," must be delivered at the time of sale, with the sales checks, to the inspector who will inspect, wrap, and send same without delay to the Delivery. See Holding Over Sales Checks, Money and Mdse.

HOLDING GOODS FOR FUTURE DELIVERY

See Future Delivery and Hold Goods.

HOLDING OVER SALES CHECKS, MONEY AND MDSE

Every transaction must be completed, or proper provision made for its completion. It would be improper for a salesperson to hold over night any sales checks or any money or merchandise they may represent. This refers to all kinds of sales checks whether holding for merchandise, "Short of order," "Sponging," "Work to be done," error,

or for any cause, including unpaid, or uninspected sales checks representing a belated sale. A salesperson's reputation should not permit him to violate the following:

Rule.—At close of day all sales checks, representing an incomplete transaction, together with any money or merchandise for same, must be given to the aisle manager who will deposit them for the night at the superintendent's office to be returned the next morning to the aisle manager for completion. See Holding Goods or Money at the Counter.

HOLD TICKETS

Hold tickets differ from sales checks in that they are used for recording a customer's own goods. 1—For work to be done. 2—For examination. 3—For free delivery as an accommodation.

1. **For Work to be Done.—**

(*a*) **No Charge.**—If there is no charge for the work, the goods go out on the Hold Ticket.

(*b*) **Charge.**—If there is a charge for the work, a separate Paid, Charge, or C. O. D. sales check is written, recording the amount of charge, and the Hold Ticket number. The sales check carries

out the goods when they are sent, the address coupon of the Hold Ticket being marked void. When the goods are delivered at the counter, a "Take With" sales check is written.

In all cases of work to be done, a "Work Ticket," describing the nature of the work, is issued by the salesperson and accompanies the goods to the Hold Ticket clerk for record and then to the work rooms. This work ticket is returned with the finished goods and is placed on file with the Hold Ticket clerk for reference.

2. **For Examination.**—Customer's own goods called in for examination are sent out on the Hold Ticket upon which they are originally recorded. Examination of goods is usually demanded in the adjustment of a complaint, allowance, etc.

3. **Accommodation.**—Customer's own goods, shipped as an "accom." not to be charged for, are recorded upon, and go out on the Hold Ticket.

Authorization.—All hold tickets, when "Registered," and accompanying sales checks, if any, must be examined and compared with the goods before being authorized by the aisle manager for inspection and shipment.

House Correspondence

See Chapter IV, section 15, page 114.

Identification

1. **For Charges.**—See Charge Transactions.

2. **For Bank Checks.**—This is a matter for the Department of Accts. See aisle manager.

3. **For Discount.**—See aisle manager.

Inspection of Goods

All goods sold must be represented by a sales check, sub-slip, memorandum charge, or transfer of stock check, the order filled and immediately passed for inspection. No goods must pass from the salesperson to the purchaser direct. The inspector must handle, pass upon, and authorize all sales, whether wrapped or unwrapped, unless authorized by the aisle manager who then becomes responsible as inspector. No other process is legitimate or permitted.

Items of Sale

An illegible item on a sales check is of great annoyance for reference or in transcribing. The inspectors, as well as the clerks in the Bureaus of Delivery, Accounts, Audit, Transfer, and Adjust-

ment are particularly inconvenienced in deciphering badly written items and figures. Much valuable time is lost in tracing indistinct and questionable writing. Special messengers from the above named Bureaus require to refer certain bad sales checks to their original source for correction. Sometimes items are entirely omitted.

1. **Distinct Writing.**—This is the first important requisite.

2. **Abbreviations.**—What is evident to the writer may be incomprehensible to the reader. Items on sales checks should not be abbreviated, as

2 stocks	for	2 prs. stockings
1 salt	"	1 salt cellar
1 P. dish	"	1 pudding dish
1 umb.	"	1 umbrella
1 suit	"	1 Misses brown serge suit
1 grad.	"	1 graduating glass (4 oz.)
6 yds. C. Flan.	"	6 yds. Canton flannel
12 " goods	"	12 " Henrietta
1 Rem.	"	1 remnant cotton voile

3. **Specify Kind.**—A stock man could not fill such an order without verification; as,

1 Doz. plates. This should be
1 Doz. plates, Essex 7, No. 847.

4. **Incorrect Name of Article Sold.**—A customer claimed credit for 1 "bill fold" not having bought it. Upon investigation this was found to be 1 "pocketbook." 1 suit, should be 1 soldier's suit; 1 sheep, 1 toy sheep; 1 brush, 1 tooth brush; 1 safe, 1 sterling match-box.

5. **Itemize Separate Rate.**—*Per*, @, *for*, *box*, *doz.* 5 ties $2.00, should be separately itemized; as,

1 tie	1.00
1 "	.50
1 "	.25
2 ties @ 12½	.25

Articles sold in *lots* should be so noted; as,

3 handkerchiefs *for*	.25
1 *box* pen & ink sketches	.20
1 *doz.* men's hose	5.00
1 black Lynx *set* (scarf and muff)	40.00
1 Rem flannelette 8⅜ yds. *for*	.90

6. **Titles.**—In selling books and music the titles must be written on *charge* checks; as,

1 copy Monday Chats
1 set French Revolution
1 Salesmanship, Deportment & System

1 Dancing Nymphs
1 Robin's Lullaby
2 Mathews' Studies @ .50.

7. **Dollars and Cents Column.**—Dollars must be written in dollars column; cents in cents column. No other figures must appear in these columns.

8. **Quantities Column.**—When a sales check is printed with a quantities column—perpendicular line at the left of the body of the check, it must be used to denote the quantity as, 1 boy's hat; 3 collars; the numerals should be written in the column.

9. **Errors in Extension.**—Care must be used in addition, subtraction, and multiplication of figures in items. These errors are annoying and costly.

(*a*) **C. O. D. Overcharge.**—In case of a C. O. D. overcharge, the driver would not leave the merchandise unless the customer, an innocent party, paid the overcharged amount. She may refuse this condition and fail to accept the goods which she ordered and wants; or, take them at the overcharged rate and then be required to come to the store for a refund of the difference—not a pleasant alternative.

(*b*) **C. O. D. Undercharge.**—If the error was a C. O. D. undercharge, quite likely it would end in the salesperson at fault paying the difference.

(*c*) **Paid Send Overcharge.**—In a Paid Send overcharge, the customer, if she left the counter, would have to be notified that there is holding for her a Cash Credit for the difference.

(*d*) **Paid Take Overcharge.**—In a Paid Take overcharge a Sub-slip would have to draw back from the cashier, the difference.

(*e*) **Paid Take, or Paid Send, Undercharge.**—In a Paid Take undercharge the salesperson would have to pay the difference if the customer left the counter. In a Paid Send Undercharge the customer would have to be written to, or interviewed.

(*f*) **Charge Transaction Overcharge.**—In an overcharge in a charge transaction, the customer would require to be given credit for the difference, and so notified by writing if she had left the counter.

(*g*) **Charge Transaction Undercharge.**—In an undercharge in a charge transaction, an additional charge for the difference would be put through and the customer notified. If she protested paying such difference, it would be charged to the salesperson at fault.

LATENESS

See Chapter II, section 15, page 47.

LOST AND FOUND

Lost and found packages, money, pocketbooks, and all valuables should be given to the aisle manager, and *not detained at the counter.* These are to be entered in the Lost and Found Book with the name and address of the finder and dispatched at once to the Lost and Found Bureau where a receipt is given for same. The most logical and likely place where inquiries are made for things lost or found, and to which inquirers should be directed, is the Lost and Found Bureau.

MAIL ADDRESSED TO STORE

See Chapter II, section 12, page 44.

MEASURING GOODS

Where the yard stick is used in measuring, care must be exercised to measure correctly. It is said, a man's experience is shown in the way he holds his yard stick. Goods should be measured on the flat surface of the counter and not over heaps of merchandise lying on it. "Thumbing" must be avoided. The overmeasurement

of thumbing is of neither value to nor appreciated by the individual customer. It is really waste, the aggregate loss of which to the department runs into hundreds of dollars annually, and should be avoided.

MEMORANDUM CHARGES

Memorandum charges are not unlike other charges in respect to authorization by the Bureau of Accounts. They must, however, first be O. Ked. by the buyer or assistant representing the department charging the goods. Memorandum charges usually represent transactions with firms to whom a bill is enclosed with the goods sent, or delivered at counter. Memorandum charges may be used in sending goods to a charge customer on approval. In this case they are usually authorized by the aisle manager.

MONEY FOR MERCHANDISE

All payments of money for merchandise must be paid in on a sales check, or an Advance Payment Check, at the actual time the sale is made, or the order taken, and not held over. In a detained transaction at store closing time, the inspector and cashier would remain until the last customer was served and the section actually

closed. Should, however, such local inspector or cashier leave their posts of duty, the schedule and money must then be paid in at the next nearest open station. In the event of failure to locate any inspector or cashier, the aisle manager would act as inspector, deliver the merchandise in a Take With sale and deposit the unpaid sales checks and money at the Superintendent's office for the night. See Holding Over Sales Checks and Money, page 333.

NAMES AND ADDRESSES

See Addresses and Names, page 289.

NET AND REGULAR

Such merchandise as is sold at the *regular* price is subject to discount and is represented by the term "Reg." Such sold at a *reduced* price is not, and is represented by the term "Net." Sometimes goods not reduced are Net. See buyer when in doubt. All goods sold on either a charge check or on a transfer, must have written on the body of such charge check or transfer check and sheet either the terms Net or Reg., as befits the case. See Discount, page 325.

O. B. R., THE PRICE

See Gifts, O. B. R., Cards.

ORDER TO CHARGE

See Charge Transactions (*e*), page 314.

ORDER MEMORANDUM

Orders taken for merchandise not in stock must be recorded regularly on the Order Memorandum Book, and never on scraps of paper. See House Correspondence, Chapter IV, section 15 (*h*), page 117.

PACKAGES

1. **Wrong.**—See Giving Out Packages, p. 331.

2. **Accom.**—See Accommodation Goods, page 286.

3. **Held at Counter.**—See Holding Goods and Money at Counter, page 333.

4. **Held Over Night.**—See Holding Over Sales Checks, Money, or Mdse., page 333.

5. **Lost and Found.**—See Lost and Found, page 341.

6. **Delivered to Employees.** — See Employees' Purchases, page 329.

7. **Employees' Personal.** — See Employees' Packages Brought In, page 330.

8. **To be Exchanged at Counter.**—See Paid and Charge Counter Transactions, Sections 7 and 8, Chapter IX, page 266.

9. **Delivered Charge.**—See Charge Transaction, page 316.

10. **Deliver New—Send Old.** — See Same topic, this chapter, page 324.

11. **Future Delivery.**—See Future Delivery and Hold Goods, page 331.

12. **Hold.**—See Future Delivery and Hold Goods, page 331.

Part Taken—Part Sent

A customer may purchase (Pd. or Chg.) half dozen handkerchiefs and take one, ordering the rest sent. The aisle manager would write on the sales check "One Delivered." His signature to this statement would pass for inspection the remainder.

Per Slips or P. M's

See Buyer.

Personal Affairs

See Chapter II, section 3, page 29.

Personal Cards with Purchases

See Gifts—O. B. R.—Cards.

Personal Passes

See Business and Personal Passes, page 308.

'Phones

1. **Use Of.**—See services of Cash Children and 'Phones, Chapter II, section 11, page 41.

2. **Orders Over.**—In taking a telephone order the utmost care is required in securing the correct details, not overlooking the name and address. The following illustrates a mistake which involved serious disappointment and loss.

Miss A. Baldwin,
Ballington Seminary,
Chester, Pa.,

should have been

Miss A. Walton,
Darlington Seminary,
West Chester, Pa.

PREPAID EXPRESS, FREIGHT AND MAIL

1. **Express or Freight.**—To secure the rate of charge for express or freight, a blank prepaid express slip is to be filled out by the salesperson. This is sent with the goods by special messenger to the delivery department where the rate of charge is filled in over the signature of the person making the rate, then returned with the goods to the salesperson. The money prepaid for express or freight charges, must *never* be paid in on a sales check, but must be sent with the express slip and goods to the delivery for shipment.

2. **Mail.**—For prepaid mail, see aisle manager.

PRICE MARKS

The salesperson must never alter or change the marked prices although found to be wrong. Such goods must be sent to the designated place for marking and there corrected. In case a customer is waiting, refer to aisle manager. See Marking Prices, Chapter IV, section 11, page 110.

PROMISES

See Chapter IV, section 2, page 90.

PROTECTING STOCK

See Chapter IV, section 9, page 108.

PURCHASER'S NAME

See Charge Transaction, section 2, page 317.

REGULAR AND NET

See Net and Regular.

REPORTING ACCIDENTS

See Chapter II, section 14, page 45.

REPORTING NUMBERS TO TIMEKEEPER

See Chapter II, section 16, page 47.

SALES BOOKS

See Chapter IX, page 243.

SALESPEOPLE'S RECORDS

See Chapter II, section 20, page 50.

SALES NUMBER ON SCHEDULE

Each part of the sales check, address coupon, body and voucher, also transfer checks, require the salesperson's number for reference and identification. Without the salesperson's number it is impossible to audit, credit amount of sales, or trace a transaction. In departments where goods are sold on commission and returned to stock, the commission is charged back to salary. If the salesperson's number did not appear, such charges would fall *pro-rata* upon the salesforce of the department.

SAUNTERING THROUGH THE STORE

See Chapter II, section 5, page 33.

SELLING TO SELF

Salespeople must not record personal purchases upon their own salesbooks, or serve themselves when buying merchandise.

SEND GOODS AND SCHEDULES TO BE TIED TOGETHER

The salesperson must carefully tie "send" merchandise and accompanying sales checks to

gether before depositing same on the inspector's desk. In cash transactions, the checks must first be paid in and stamped paid.

Services of Cash Children and 'Phones

See Chapter II, section 11, page 41.

Shipping Instructions

See Manner of Securing Name and Address, page 298; Address for Employees' Call Packages, 301; Address for Express, Freight and Mail, 302; Address for Baggage Master Shipments, 302.

Special Delivery

Every "Special" means additional expense in delivering ranging from street car fare to express charges, and not infrequently cash for railroad fare both ways, and entails in its service special men, boys, and wagons. Every request for special delivery must be referred to the aisle manager, who, when he grants it, becomes responsible for the promise of special delivery service. It should be borne in mind that it ordinarily takes twenty minutes for merchandise to pass from the salesperson to the sheet writer, and that if the time is limited or doubtful in the making

[redacted]

randum charge checks in that they require to be signed by the head or assistant [or aisle manager in special cases] representing the department sending out the goods. They are registered and O. Ked. by the Bureau of Accounts. The goods are delivered by special messenger to the department charged, and signed for by the head or assistant receiving them.

TRANSFERS

1. **Kinds.**—There are two kinds of transfers; namely, "Take With," representing various purchases which the customer desires to take with her, and "Send," representing various purchases to be sent according to directions. These transfers are distinguished by their color. The first is usually red; the second, yellow. Otherwise they are identical in appearance and to be written alike.

2. **Purpose Of.**—The object of a transfer is to accumulate various purchases for one delivery, or shipment; to economize time in buying; conserve energy and patience; increase sales; and avoid useless expense, and labor.

It is therefore always in order to suggest the use of a transfer.

3. **Suggesting Use of.**—There are some positive indications for suggesting the use of transfers, some of which may be mentioned:

(*a*) **Numerous Purchases.**—To customers intending to make various purchases.

(*b*) **One Shipment.**—To those wanting all their goods sent together.

(*c*) **Charge Orders.**—A customer holding an order to charge usually makes numerous purchases and must use a transfer.

(*d*) **Discount Voucher.**—In case of discount, each purchase must be represented by a discount voucher, unless a transfer is used.

(*e*) **Out of Town Purchasers.**—Such customers usually buy a bill of goods.

(*f*) **Goods Shipped by Rail.**—Merchandise to be sent by freight, express, baggage-master and sometimes by mail is usually bought in quantities, which is intended to go by *one* shipment.

(*g*) **Merchandise Shipped to Separate Points.**

(*h*) **For Work to be Done.**—Goods requiring alterations, marking, engraving, etc., to be sent with other goods.

(*i*) **Purchases to go With Other Goods.**—For various purchases to be held (by special arrangement) and sent with later purchases.

(*j*) **Purchases With an Exchange Slip**

Stamped "For Merchandise Only," or Sub-orders.—Customers holding exchange slips stamped "For Merchandise Only," or those holding sub-orders, unless the face value of such Exchange Slip, or Sub-order is covered by one purchase the customer should use a transfer.

4. Economy of Time in Using Transfer.—

(*a*) **To Purchaser.**—The customer requires to make but one settlement, thus avoiding the time necessary in repeating the name and address for every purchase; avoiding payment of individual sales checks; waiting for separate wrapping, and also saves useless expenditure of energy and patience.

(*b*) **To Salesperson.**—The salesperson saves time in not having to wait for money to be paid in, or goods to be wrapped, and also avoids possible risk of giving out wrong package, or taking send address wrong.

(*c*) **To Delivery.**—The delivery saves time in avoiding numerous trips to the same address, and extra time of packing and making separate shipments.

5. Economy of Cost in Using Transfer.—

(*a*) **To Purchaser.**—In the case of transporta-

tion by express, freight, baggage master, or mail. A number of purchases may be carried at about the cost of one, saving extra cost to the customer.

(*b*) **To Salesperson.**—If the customer buying goods to be shipped by rail made twelve separate purchases, not on a transfer, it is possible one salesperson out of the twelve will get the send address wrong which would entail additional cost [to the salesperson at fault] of expressage for shipment of a left out, or delayed purchase.

(*c*) **To Delivery.**—The saving of cost in money and labor of boxing, crating, packing and shipping separate purchases. In case of baggage-master, express or freight, the extra cost on separate shipments.

6. **Increase of Sales in Use Of.**—A customer, with a transfer in hand will stop to purchase an article, which as a separate check sale would be passed owing to the extra time consumed in paying in the check, giving directions to send, waiting for package to be wrapped, or waiting for change.

7. **Provisional Sales On.**—Goods not in stock, on order, to be engraved, altered, trimmed, marked, etc., and sold on a transfer, must have

facts recorded on the face of the transfer check, so that the Transfer Department may take proper account of the transaction.

8. Terms Net and Reg. On.—All merchandise sold on a transfer must show on transfer checks, and sheet, the terms Net, or Reg. See Net and Regular.

9. Dispatching of Transfer Merchandise.—Saleswomen have pinned transfer checks to their waists, and salesmen have placed them in their vest pockets with the view of filling transfer orders later, only to forget them. A serious violation of this important

> *Rule.*—Transfer checks and the merchandise they represent must be dispatched at once to the Transfer Department.

Salespeople must deliver transfer, merchandise, and checks, immediately upon sale to the inspector who will stamp the transfer sheet or check acknowledging receipt of the merchandise, and then wrap and dispatch it to destination. If the merchandise is breakable, the aisle manager will send it by special messenger to the Transfer Department. Take With Transfers are usually specialed in this way, if not by regular carriers.

Belated transfers hold customers needlessly at the transfer desk waiting for "take with" goods. Delayed transfers are also the "bane of the life" of both Transfer and Delivery Department clerks who are held over time in the rush of packages to their respective departments at closing hour. Merchandise must be sent through to the Transfer and Delivery Departments at the earliest possible moment.

10. **Purchasers With an Order.**—Salespersons must never fail to ask customers with an order if they expect to do more shopping, in which case they must secure a *transfer.* A customer purchasing with an order and using a transfer must be directed to *retain* the order until *settlement is made at the transfer desk;* or, by salesperson, as in some houses in case of "send" goods. Failure to retain the order until settlement of transfer causes trouble, loss of time and delay in delivery of goods. Salespeople have erroneously made an *individual* charge sale of the first purchase taking up the order and sending it through with the sales check to the Credit Bureau, and then giving the customer a transfer to resume her shopping without an order.

The Transfer Bureau cannot lift an order sent

to the Credit Bureau in less time than two hours, and sometimes not until the next day after the collection of hundreds of orders have been assorted. In any case, the goods are held in the Transfer Department until the order is found, or duplicated, to release them.

Orders are sometimes limited in amount; this concerns the person who settles the transfer.

11. **Holding Goods On.**—Goods cannot be held in the Transfer Bureau unless by special arrangement. After three days, sometimes in less time, transfer merchandise is returned to stock.

12. **Accommodation With.**—"Accoms." may be wrapped with transfers and like all accommodation packages, must be O. Ked. by the aisle manager.

13. **Delivery of Mdse. at the Counter On.**—A customer purchasing with a transfer and wanting any particular article delivered at the counter, would be required to make a separate transaction by either paying cash for any such article, or having same charged upon coin, or other identification.

Rule.—Merchandise bought on a transfer must not be delivered at the counter.

A customer may shop with a "Take With" transfer upon which any or all purchases may be delivered *upon settlement at the Transfer Desk.*

Use of Elevators

See Chapter II, section 18, page 48.

Void Schedules

As every sale is registered in the Auditing Bureau or Bureau of Accounts, so must every sales check be accounted for. No altered, blurred, erroneous, or defective check should pass the salesperson. If an error is made, or a check is defective, it must be made officially void with reason therefor over signature of the aisle manager who will remove it from the book and send it with void checks to the Auditing Bureau.

Writing

A salesperson who writes so that any one able to read cannot read the writing or figures, lacks one of the most important requisites of his or her business. Some, otherwise good salespeople, who lacked either the care or the industry required to improve their writing, were obliged to

relinquish their calling. See items of Sale, page 336, also Errors Due to Illegible Writing, page 291.

WRONG ADDRESS OR NAME

See Addresses and Names, page 289.

WRONG PRICES

See Price Marks, also page 110.

WRONG PACKAGE

To adjust the error of a wrong package given out requires a sub-slip—avoid this. See Giving Out Packages, page 331.

INDEX

A

ABBREVIATE, wrong to, items of sale, 228, 337; names of places or streets, 298
Absence, 47
Accidents, reporting of, 45
Accommodation goods, 286
Acknowledging right views of customer, 200
Acquisitiveness, faculty of, appealed to, 210, 213
Acting, referred to, 211, 214
Action, as a means of suggestion, 211; of salesperson, 222
Addresses and names, 289; rule for taking, 290; errors in, illustrated, 291–298; manner of securing, 298, 299, 300, 301; reading and showing to customer, 301
Address, coupon, 246; local, 297, 299, 302, 304
Address, for employees' call packages, 301; for express, freight, mail, 302; for B. M. shipments, 302; for hotel, hospital, public place, school, business house, etc., 300, 301; wrong send, 235
Addressing, forms of, customers, 81; customers by name, 81
Advance payments, 305
Advantages in consolidation of business, 86
Advertisements, reading of, 49
Affiliation, of salesman and customer, 196.
Aim, of education, 53; to sell best grades, 137, 153
Aisle manager, as executive, 284, 285
Allow inspection, 306
Allowance, 306
Alphabetical arrangement of topics, footnote, 286
Altered sales checks, 234
Altoona, Pa., high school, referred to, 20
Analysis of suggestive salesmanship, 147
Appealing to customer's faculties and feelings, 159, 185, 191, 192, 199, 203; cases of, 200, 202, 206, 208, 209, 210, 211, 212
Appeal, right and wrong, 200, 202
Appearance, personal, 184, 217
Appliances, borrowing, 37
Approach, referred to, 81; preparation for the, 217–223
Approbation, sentiment of, appealed to, 209, 211
Approval, goods sent on, 306
Arguments in favor of show-

ing various grades of goods, 151, 152, 153, 154, 155
Aristotle, referred to, 197
Arousing curiosity at counter, 157
Arrangement and care of stock, 138
Arrangement of topics, see footnote, 286
Art, of salesmanship, 213; purpose of, 214; higher than self, 218; the forms of, referred to, 216
Art-conscious, 217
Ascertaining customer's wants, 165
"As is," 306
Assisting in other sections, 111
Attention, to business, 23; to several customers simultaneously, 103; to customer, imperative, 141; objective, 181; subjective, 182
Attitudes, unbusinesslike, 35; referred to, 183
Attracting trade by creating an interest, 156, 157
Attraction, law of, referred to, 178
Attractive displays, 156
Augmenting of figures, error in, 296
Automatic vending machines versus suggestion, 148

B

"Backing" check, for charge, 313; for discount, 327
Bad service, mentioned, 94
Bad habits, referred to, 54, 71, 72, 73, 77, 78, 83
Baer, President, quoted, 224
Baggage Master, shipments, address for, 302; stamps, 307; referred to, in charge address, note, 312
B. M., C. O. D.'s not to be sent by, 321
Bell telephone schools, referred to, 20
Belief, the basis of reality, 186
Benevolence, sentiment of, appealed to, 206
Best service due each customer, 104
Bills, 307
Blunders, 224; system of, 225; educational value of, 225
Blunder slips issued by credit bureau, 227–232; by transfer bureau, 232–233; by auditing bureau, 233–235; by delivery bureau, 235–239; by executive force, 239–241
Blunt manner in selling, 75
Blurred checks, 233
Body, of sales check, 246
Books, lost, 235, 244; receiving and returning, 235, 244
Borrowing appliances, 37
Brooks' "Mental Science," referred to, 181
Building, public, address for, 300
Bulletins, reading of, 49
Bunning, J. H., quoted, 149, 105
Business, ethics of, 13; pol-

icies of, 13, 14, 15; spirit of, 14; ideals of, 13, 14; wrong tendencies of, 14; founded on service, 13; attention to, 23; passes, 308; house, address for, 301
Business versus personal affairs, 29
Butler, Dr., quoted, 56
Buyer and seller, feelings of, 189
By request, C. O. D., 227

C

"CALLING back," amount of money, 310
Calling cash, 41
Call packages, address for employees, 301
Call receipt, 325
Campbell, Dr., quoted, 187
Carbon sheets, place for, 245; position for, 245; errors due to misplaced, 293
Cards, personal, 332
Care and arrangement of stock, 138
Care and use of sales books, 243
Care of fixtures, 44
"Care of," in address, 299
Cases illustrating: Grouping, 25; entertaining visitors, 27; personal versus business affairs, 30; floor permits, 33; loitering, 34; attitudes, 36, 37; criticism of customers, 39; chewing and eating, during business hours, 40; personal errands of cash children, 43; bad 'phone service, 43, 346; necessity of reading advertisements, 49; notices, 49; good and bad habits in selling, 54; value of the intellect in selling, 59; tact in selling, 61, 62, 63; self-control in selling, 67, 71; "selection of specific truth," applied in selling, 73; moods, acting as one feels, 76; ungenerous impulse in business, 78; disloyalty to self, customer and house, 88; failure to know goods, 88; failure to read customer, 89; lack of faith in house, 89; promises, 90, 91, 92, 93; poor judgment, 95, 96; indifference and indiscretion, 97, 98, 99, 100; impatient customers, 102, 315; value of customer, 106; misdirecting, 107; lack of stock knowledge, as to location, 121; as to quantity, 122; as to quality, or kind, 123; failure to know use of article, 128; value of attractive arrangement of stock, 138; effect on customer of soiled goods, 139, 140; value and use of suggestion, 145; use and non-use of suggestion, 149, 150, 151; originality and initiative, 158; objection to fit, 159, 160; objection to make, 161; objection to price, 162, 163, 165; failure to show goods properly, 166, 170, 171; show-

ing goods properly, 167, 168; suggesting other goods, 169; indiscreet talking, 174; direct appeal to intellect, 191; indirect appeal to emotions, 192; value and interest of suggestion, 193; suggestion to self-interest, 193; suggestion of details, 193; completeness and unity, 193; importance of idea, 194; relation of time, 194; of location, 195; of make, 195; resemblances and difference, 195; right and wrong appeal, 200, 202, 206, 208, 209, 210, 211, 212, 213; action, in suggestion, 212
Cash, calling, 41; from customer, 310
Cash children, services of, 41
Cash child's number on sales check, 308
Cash credit, delivery, 325
Cash debit, 309; use of, illustrated, 302
Cash exchange slips, 309
Cash paid voucher, 234, 310
Cash send transaction, 254; schedule for, 255
Cash take transaction, 249; schedule for, 252
Cathedral of Pisa, referred to, 176
Causes of errors, in names and addresses, 291–298; of failure in suggestive selling, 170; of feeling, 188; of success in suggestive selling, 155
Causing customers to want things, 165, 166, 167, 168, 169
Cautiousness, instinct of appealed to, 210
Changed figures on checks, 234
Change, to customer, 310; of employee's address, 44; of displays, 142; of feeling, 189
Character and purpose of a sale, 190
Characteristics, of customer, to be studied, 58
Character, result of heredity and environment, 54; traits of, 16; manifestations of, referred to, 54, 71, 72, 73, 77, 78, 83; versus reputation, 56
Charge, counter exchange, transaction, 266; schedule for, 267
Charge, names, wrong, 230, 292, 294; omitted, 230; coin, 313; order and sub-order, 314; sent C. O. D., in error, 227, 318
Charge send transaction, 261; schedule for, 260
Charge take transaction, 256; schedule for, 257
Charge transactions, methods of, 312
Charging, express, freight, or mail, 320; merchandise without order, 230, 314
Chart of faculties, 204, 205
Cheerfulness, 79; want of, 172
Chewing and eating, 40
City, must be named in address, 299

Civilization and work, referred to, 53
Cleanliness of section, 44
Closing sale, Watch for opportunity of, 220
Coat and cloak rooms, 48
C. O. D. sale, transaction for, 261; sales check for, 262; methods of, considered, 321; future delivery of, 321; not sent by B. M. or mail, 321; by express or freight, 321; sent accommodation, 286; for other merchandise, 263; fictitious, 322; by request, 227, 320; sent charged in error, 320
Coin, charge, 313; noting number of, 314; number omitted, 231; refer, 316
Color, of sales books, 243
Columns, dollars and cents, 339; quantities, 339
Commerce and industry, schools of, referred to, 21
Commission, on returned goods, 348
Communications, concerning house, 44, 114
Comparison, judgment of, appealed to, 211
Compensation for services, 28, 51
Competition of labor, 51
Competitor, misquoting, 174
Complaints, divided as to fault, 113, 114
Completeness and unity, in describing merchandise, 193
Completion of sales checks, 323
Conception, intelligent, of customer's wants, 153, 154, 165
Conciliatory spirit to be shown customer, 184
Confidence and suggestion, 179
Confidence, referred to, 81; universal, 181
Consciousness, objective and subjective, referred to, 181
Consolidation of business, its advantages, 86
Constituents or parts, elements of merchandise, 126; discussed, 131
Construction, necessary to know, of article, 132; of merchandise, referred to, 196; judgment of, faculty appealed to, 210
Contraction, law of, referred to, 178
Contradictory amounts on checks, 233
Controversy, out of place in selling, 173
Convincing statements, necessary in selling, 199
Correctness of statement and judgment, considered, 95
Correlative faculties, of buyer and seller, 179
Correspondence, house, 44, 114; not to be destroyed, 115; letters containing value, 116; communications for several departments, 116; wrong delivery of letters, 116; correspondence department, 116; correct forms of, 116; order

memoranda, 117; neglected correspondence inexcusable, 118
Counter suggestions to meet objections, 159
Courtesy, discussed, 68; due both to trade and fellow worker, 68; a great merchant on courtesy, quoted, 69; want of, 172
Creating demand for merchandise, 165, 166, 167, 168, 169
Credit side slips, 309
Credulity, suggestion to, referred to, 185; exploited through suggestion, 185
Criticism, of customers, 38; of employees or departments, 112
Culture and training, 214
Curiosity, arousing, 157; faculty of, appealed to, 213
Customer, privileged, 105; value of, 106
Customers, criticism of, 38; irritable, 64; impatient, 100; slighted, 105

D

DATE on sales check, 324
Debit, cash, 309
Delayed transfer goods, 233, 355
Delivering goods on transfer, at counter, 232, 357
Deliver new, send old, 324
Delivery paid credit, 325
Delivery, special, 349; future, 321, 331
Demand for merchandise, created, 165, 166, 167, 168, 169
Demonstration of merchandise, 184, 213
Department, number of, on check, 248; stores as training schools, 18; store schools, referred to, 5, 22
Deportment, its relation to salesmanship, 23
Design of merchandise, discussed, 133, 134; referred to, 196, 212
Desire, element of, in a sale, 190
Destroying correspondence, 115
Details, suggestion of, 193
Development, of manufactures and commerce, through displays, 156
Diagram of faculties, 204
Differences and resemblances, 57, 195
Different amounts on same check, 233
Direct appeal to intellect, 191
Directing customers, 106
Directing the feelings, 188
Direction, errors in designating, 296
Disappointed customers, 315
Disappointments, 90; due to broken promises, 93; wrong address, 93; wrong charges, 93; bad writing, 93; neglect, 93; indifference, 93; lack of courtesy, or knowledge of merchandise, 94
Discernment, of men and things, 58; of speech, 220; of customer's words and actions, 58, 220

Discount, 325; backing check for, 327; to be authorized, 328; disallowance of, 327
"Discreet selection of specific truth," quoted, 73; applied in selling, 73; applied in change of feeling, 189
Dispatching transfers and goods for same, 232, 355
Displays, to be changed, 142; their purpose and value, 156
Dollars and cents column, 339
Doubt of customer, as to her wants, 153, 154, 165
Dress, 217, 328
Dull trade at counter, 157
Duplex sales checks, 248
Duplicate sales books, 243
Dyer, George, quoted, 82, 83

E

EARNESTNESS, 82, 184
Eating and chewing, 40
Edison, referred to, 176, 216
Economy, sense of, appealed to, 210
Editorial on knowledge, quoted, 58
Education, aim of, 53; test of, 16; founded upon suggestion, 186
Effect and design of merchandise, referred to, 212; discussed, 135
Effects of errors in names and addresses, 291
Effect, upon customer, of suggestion, 148, 149, 180, 220; of article, necessary to know, 135
Egotism, 217
Electricity, referred to, 178
Elements of confidence and suggestion, 179; of merchandise, 126
Elevators, use of, 48
Eloquence as an element of suggestion, 180
Employees', address for, call packages, 301; purchases, 329; packages, 330; records, 50
Entertaining visitors, 27
Entrances and exits, use of, 48
Equation, personal, in salesmanship, 214, 219
Errors, due to illegible and indistinct writing, 291; to poor or misplaced carbon, 293; phonetic, 294; of transposition of figures, 295; of letters, 296; in designating direction, 296; of omission of figures, 296; in augmenting figures, 296; of omission of letters, 297; of omission of house number, 297; of omission of local address, 297; of omission of town, 297; of abbreviating town and street name, 298; of failure to identify town, 298; of substituting customer's name for street name, and street name for customer's name, 298; in sending C. O. D. for charge, 318; in sending charge for C. O. D., 320; of extension, 229, 339; responsibility for, on sales books, 244

Ethics in business, referred to, 56, 75
Evolution of affairs, referred to, 52
Exchange, suggesting, of merchandise, 109; at counter, 266; cash slips, 309; special, 309
Exclusive make, element of, in selling, 195
Exemplary speech and conduct slighted, 65, 82
Expansion, law of, referred to, 178
Expert salesmanship, traits of referred to, 60, 124, 125, 127, 157
Express shipments, address for, 302; charging for, 320
Expressing interest in the customer, 104
Expression of view, seeking customer's, 220; noting expression of customer, 148, 149
Extension, errors of, 229, 339

F

FACULTIES of mind, referred to, 53; correlative, 179; diagram of, 204
Faith, knowledge of, 16
Fascination, caused through suggestion, 185
Fear, exercised through suggestion, 185
Feeling, in persuasion, 186, 187; necessity of, 187; directing the, 188; causes of, 188; of buyer and seller, 189; change of, 189
Feelings, influencing the customer's, 189, 203
Fictitious sales, 109
Fines, added to blunders, 226; of postal service, 226
Finish or effect, elements of merchandise, 126; discussed, 135, 196
Fit, objection to, met, 159, 160
Fixtures, care of, 44
Flattery, 75
Floor permits, 31
Foibles of customer, 71
Forces, positive and negative, 178; mental, 178, 179
"For merchandise only," 309, 353
Former and present methods of business contrasted, 84, 156
Forms of expression in addressing customers, 81
Fortitude, result of self-discipline, 64
Forward, care of baggage master, 302, 303
Franklin, referred to, 176; quoted, 79
Freight, shipping address for, 302; charges for, 320
Friendship, sentiment of, appealed to, 211
Future delivery, 321, 331

G

GALILEO, referred to, 176
Generous impulse, law of, 71
Genius, estimate of, 215
Gesture, suggestion by, 211
Gifts, O. B. R., cards, 332

Goods, inspection of, 336; in other lines, suggested, 168, 169; in same lines suggested—substitutes, 165; held at counter, 333; not in stock, 122, 170; properly shown, 167, 168; improperly shown, 166, 170, 171; sent charged in error for C. O. D., 320; sent C. O. D. in error for charge, 227, 318
Good principle, reputation for, 198
Good sense, reputation for, 197
Good will, reputation for, 198
Government schools, referred to, 21
Gratification, element of, in a sale, 191
Great merchant, quoted, 18, 69
Grouping, 25; case cited, 26

H

HABITS, noted, 54, 71, 72, 73, 77, 78, 83
Hadley, on theory, quoted, 177
Harmony of thought, applied to salesmanship, 179
High grade goods, suggested, 151, 163, 164
History of retail merchandising, brief review, 84
History or sentimental value, elements of merchandise, 126; discussed, 136
Hold goods, 331
Holding goods or money at the counter, 333
Holding over sales checks, money and merchandise, 333
Hold tickets, 334
Honesty, 82
Hospital, address for, 300
Hostility at counter, 65, 66
Hotel address, 300
House correspondence, 44, 114
Hudson's "Law of Psychic Phenomena," referred to, 181
Human nature, correlative faculties of, 179; knowledge of, referred to, 182; susceptible to impressions, 146; chart representing, 204
Humor, sense of, appealed to, 209
Hypothesis, in selling, 176

I

IDEA, its importance in knowing, 194
Ideality, sentiment of, appealed to, 210, 211
Ideal powers of mind, referred to, 185
Ideals of business, referred to, 13
Identification, charges, 312, 317; bank checks, 336; discount, 336
Identifying town, error in, 298
Illegible writing, errors of, 291
Illegitimate sales, 109

Illustration, suggestion by, 211
Illustrations of use and non-use of suggestion, 149, 150, 151
Imaginative powers of mind, referred to, 185
Impatient customers, 100
Impersonal and philosophical views of business hostility, 65, 66
Importance of idea, element of, in selling, 194
Impressions, good business, 18; mental, discussed, 54; power of, in selling, 214; sub-conscious, 181; upon customer, 173
Improperly showing goods, 166, 170, 171
Impulse, law of generous, 71; ungenerous, 77; case of ungenerous, 78
Incomplete stock, 122, 170; sales checks, 233
Index, 361
Indifference and indiscretion, considered, 96
Indirect appeal to emotions, 192
Indistinct items, 228; figures, 229; writing, 291
Individuality and leadership, referred to, 13
Influence, referred to, 181
Influencing will, 203; feelings, 203
Initial, wrong charge, 231
Inquiring about stock, 125
Inspection of goods, 336
Instincts, man and lower animals, compared, 64
Instructor, suggestions to, 11
Intelligence, discussed, 57
Intelligent and courteous methods, referred to, 13
Interest, of salesman, 184; of suggestion, 193
Interview, discussed, 221
Intrinsic merit, law of, 28
Introduction, 13
Irritable customers mentioned, 64
Items of sale, 336; abbreviated, 228, 337; indistinct, 228; omitted, 229
Itemized bills, requests for, 307
Itemize separate rate, 338

J

JOURNAL, New York Evening, quoted, 18
Judgment, appealing to, 199; correctness of, considered, 95
Judgment of Construction, faculty of, appealed to, 208, 210

K

KINDS, causes, and effects, of errors in names and addresses, 291–298
Kinds of sales books, 243; of sales checks, 248
Knowledge and care of stock, 119
Knowledge, necessary, of goods, 87; of house, 87; of proposition, 87; of self, 87; of customer, 87; of faith, 16; of location of

stock, 120; of quantity, 122; of quality or kind, 123; of human nature in selling, illustrated, 204; of human nature and merchandise, typifies the expert, 60

L

LABOR, referred to, 29; competition of, 51; compensation for, 28, 51
Lateness, 47
Laws, discussed, Supply and Demand, 28; Intrinsic Merit, 28; Generous Impulse, 71; Suggestive Salesmanship, 147; referred to, Attraction and Repulsion, 178; Contraction and Expansion, 178; Mechanics, 178; quoted, "Law of Psychic Phenomena," 181
Letters, business, 114
Liberality in selling, referred to, 13, 180
Listening, 173
Local address, 297, 299, 302, 304
Location, as an element in causing a sale, 195; of stock, considered, 120
Loitering, 33
Loss, in omission of charge name, 230; of sales book, 235, 244; of sale, know reason for, 155; of transfer checks and merchandise, 232, 355
Lost and found 341
Lots, merchandise sold in, 338
Love of Home, sentiment of, appealed to, 210
Low grade goods, suggested, 151, 152
Lyte, Dr. E. O., quoted, 16

M

MADAM, MISS AND SIR, as forms of greeting, 81
Magazine, Mahin's, quoted, 14
"Magnetic salesman," 124
Magnet, referred to, 178
Mahin's Magazine, quoted, 14
Mail, address for sending by, 302; personal, 44; house, 44, 114
Mailing, charge for, 320
Make or construction, elements of merchandise, 126; discussed, 132; objection to, met, 161, 162; exclusive, 195
Management, reflected in business methods, 15
Manner, value of, pleasing, 56; discussed, 184, 218
Marking prices, 110
Measuring goods, 341
Mechanical salesmanship, 130, 144, 150
Mechanics, Law of, referred to, 178
Medium grade goods, suggested, 151, 152
Meeting objections by counter suggestion, 159; to fit, 159, 160; to make, 161, 162; to price, 162, 163, 164, 165
Memorandum charges, 342
Memoranda, order, 117, 344

Mental impressions, discussed, 54
Mental philosophy, referred to, 178
Mental processes in causing a sale, 191
"Mental science," quoted, 181
Mental states, positive and negative, 178, 203; need of harmony of, in selling, 179
Merchandise, demonstrated, 184, 213; poorly sold, 110; sold through suggestion, 165, 166, 167, 168, 169; held at counter, 333; for other merchandise, 263; "for merchandise only," 309
Merchant, a great, quoted, 18, 69
Methods, of securing confidence and attention, (*a*), 182; (*b*), 182; (*c*), 183; (*d*), 183; (*e*), 184; (*f*), 184; (*g*), 184; of business, contrasted, 84, 156; system, 286–359
Mind, ideal, sublime and imaginative powers of, referred to, 185; faculties of, correlative, 179
Misdirecting customers, 106
Miss, as a form of greeting, 81
Money, for merchandise, 342; held at counter, 333; repeating amount to customer, 310
Monologist, referred to, 220
Moods, acting as one feels, 76; often misrepresent our true intentions, 77
Music, referred to, 214
Mussed goods, 110, 290, 323
Mutilated checks, 233

N

NAGGING salesforce, 15
Names and addresses, 289; of charge customers, 318
Names, spelling of, 235, 236; of persons, towns and streets, similar in sound, 294, 295
Name, wrong charge, 230; of purchaser, 317; of charge account, 318
National Cash Register schools, referred to, 20
Natural philosophy, referred to, 178
Necessity, for rules, 23, 225; of feeling, in selling, 187
Need for knowledge of salesmanship, deportment, system, 94, 285
Negative forces, 178
Negative and positive mental states, referred to, 203
Neglected correspondence, 115
Net and regular, 343
New delivered, old sent, 324
New York *Evening Journal*, quoted, 18
Notices, reading of, 49
Noting coin number on check, 231, 313
Number, of sales check, 248; of department, 248; series number, 248; of salesperson on check, 348; of cash

child on check, 308; of coin on check, 231

O

OBJECTIVE attention, 181
Objective consciousness, 181
Objective suggestion, displays, 156
Objections met, as to fit, 159, 160; as to make, 161, 162; as to price, 162, 163, 164, 165
Object, of merchandise, necessary to know, 128; of this book, 4, 129
Obscurity of items, 228
Observation, inquiry, reading and reflection, means of learning stock, 125
Observing faculties, 185
O. B. R., 332
Omission, errors of, in figures, 296; of house number, 297; of letters, 297; of local address, 297; of town, 297; of purchaser's name, 228; of items, 229; of coin number, 231
Opinions, soliciting customer's, 184, 220
Opportunity, seek, to close sale, 220
Optimism, necessary, 184
Oratory, referred to, 214
Order, charge, 314; number of, 314; separate order for each purchase, 314; verbal, 315; memorandum, 117, 344
Other lines of goods suggested, 168, 169
Overcharges, C. O. D., 339; paid, 340; charge, 340

P

PACKAGES, wrong, 331; accommodation, 286; held at counter, 333; held over night, 333; lost and found, 341; employee's, 329, 330; for counter exchange, 266; deliver new—send old, 324; future delivery, 331; hold, 331
Padding sales books, 109
Paderewski, referred to, 215
Paid, counter exchange, transaction, 266; schedule for same, 264
Paid credit, delivery, 325
Painting, referred to, 214
Parental-love, instinct of, appealed to, 209, 213
Part cash, balance charge, transaction, 280; schedule for, 276, 278
Part cash, balance C. O. D., transaction, 272; schedule for, 268, 270
Part cash, part charge, balance C. O. D., transaction, 280; schedules for, 281, 282, 283
Part charge, balance C. O. D., transaction, 272; schedules for, 273, 274
Particulars of service, 13
Partly written checks, 233
Parts, necessary to know, of article, 131
Part taken—part sent, 345
Passes, business, 308; personal, 308
Peculiarities of customer, how to be handled, 71

Peer, salesman, of customer, 221
Percentage of complaints, as to fault, 113, 114.
Permits, floor, 31
Per slips, P. M.'s, 345
Personal appearance, 328
Personal equation, 214, 219
Personality, 217
Personal mail, 44
Personal passes, 308
Personal versus business affairs, 29
Persuasion, achieved through suggestion, 185; principle of, 186; its use in selling, 184
Philadelphia police school, 21
'Phones, service of, 41; orders over, 346
Phonetic errors, 237, 294
Physiology, cited, 178
Place of carbon sheet, 245
Pleasing manner, value of, 56
Policies of business, 13, 14, 15
Politeness, discussed, 68
Poorly sold merchandise, 110
Position of carbon sheet, 245
Positions, undesirable, referred to, 52
Positive and negative forces, 178; mental states, in selling, 203
"Practical," a misnomer, 176
Preface, 3
Prejudice, in likes and dislikes, 77
Present and former methods of business contrasted, 84
President of Columbia University, quoted, 56
President of Reading Railway, quoted, 19, 20, 224
President Roosevelt, quoted, 16, 51
President of Yale University, quoted, 177
Prestige, due to promptness and cheerfulness, 172
Price, an element of merchandise, 126; discussed, 137, 153; best left with customer to suggest, 153; objection to, 162, 163; arguments in favor of high, 163, 164, 165; not right, 170; wholesale, referred to, 196
Price marks, 110, 137, 347
Pride, sentiment of, appealed to, 210, 213
Primary conditions of suggestion, 185
Principle of persuasion, 186
Privileges of customer, 105
Processes, mental, in selling, 191
Promises, 90
Promptness, 79; want of, 172
Properly showing goods, 167, 168
Proportion, judgment of, appealed to, 210, 211
Protecting stock, 108
Proximo bills, requests to charge on, 307
Prudence, instinct of, appealed to, 210
Psychological chart of suggestive salesmanship, 204, 205
Psychological hypothesis of selling, 176
Psychology of salesmanship, 175; its meaning, 175, 176, 177

Psychology, referred to, 178
Public place, address for, 300, 301
Public servants, sales people as, 56
Purchaser's name, omitted, 228; discussed, 317
Purchases, importance of idea in, 194; employees', 329
Purpose and character of a sale, 190
Purpose or use, elements of merchandise, 126; discussed, 128; of this book, 4, 129

Q

QUALITY, or kind of stock, considered, 123
Quantity of stock, considered, 122

R

RATE, to secure, for express, freight, mail, 346
Reading, about merchandise, 125; notices, 49
Reading Railway's president, quoted, 19–20
Reality, based upon belief, 186
Reason, impressed through suggestion, 185
Reasons for suggestive salesmanship, 143, 144, 145
Receiving sales book, 235, 244
Records, employees, 50; on sales books, 244
Recorded, item not, 229
Reflective faculties, 185
Regular and net, 343
Relation of character to salesmanship, 53
Relation of deportment to salesmanship, 23
Relation, of salesman to customer, 196
Relation of time, in causing a sale, 194; of location, 195; of make, 195
Reliability of merchandise, referred to, 13, 180
Reporting, accidents, 45; numbers to timekeeper, 47
Repulsion, Law of, referred to, 178
Reputation for good sense, good will, good principle, as elements of persuasion, 197, 198
Reputation versus character, 56
Resemblances and differences, 57, 195
Returns of merchandise, 110; commissions on, 348
Returning sales books, 244
Review, brief, of retail merchandising, 84
Rhetoric, science of, quoted, 186, 188, 199
Right appeal to customer, case, 200
Righteous indignation, when justified, 77
Roosevelt, quoted, 16, 51
Root, Secretary of State, referred to, 65
Routine, need for knowing, 94, 285, 286
Rubber stamps, 350
Rules, necessity for, 23, 225;

of deportment, 25–49; of service and conduct, 84–118; for avoiding errors, 227–241; of system, sales books and checks, 243–283; of system, methods, 286–359; rule of complex checks, 272; for securing names and addresses, 290; for charge and send address, same, 312; different, 313; for handling coin, 314; for completing sales and checks, 323; for dress, 328; for merchandise and money held at counter, 333; for dispatching transfer merchandise, 355; for transfer merchandise not to be delivered at counter, 358

S

SALE, know reason for lost, 155; seek opportunity to close, 220
Sales books, kinds, 243; color, 243; care and use of, 243; loss of, 244; wrong, 234, 244; errors on, 244; records, 244; securing, 244; must be accounted for, 244
Sales checks or schedules, parts of, 246; address coupon, 246; body, 246; voucher, 247; numbers on, 247; kinds of, 248; writing, 248; completion of, 323; date on, 324; held over, 333
Salesforce, reflected in business methods, 15; nagging of, 15
Salesman, peer of customer, 221
Salesman's knowledge of self, goods, customer, and house, necessary, 87, 88; business vision, 17
Salesmanship, its science or principles, 175–213; its art or practice, 213–223; Law of Suggestive, 147; intelligent, 130, 143, 145, 158, 159, 160, 161, 167, 168
Sales number on check, 348
Sales people, as public servants, 56
Satisfying customer, as to her wants, 165
Schaeffer, Dr. Nathan C., quoted, 53
Schedules, cash take, 252; cash send, 255; charge take, 257; charge send, 260; C. O. D., 262; paid, counter exchange, 264; charge, counter exchange, 267; part cash, balance C. O. D., 268, 270; part charge, balance C. O. D., 273, 274; part cash, balance charge, 276, 278; part cash, part charge, balance C. O. D., 281, 282, 283; void, 358
School, address for, 300
Schools, Bell Telephone, 20; Altoona, Pa., High, 20; National Cash Register, 20; John Wanamaker Commercial Institute, 20; Thomson-Houston (Gen-

eral Electric), 20; Philadelphia Police, 21; of Commerce and Industry, 21; Government, 21; Department Store, 22
"Science of Rhetoric," quoted, 186, 188, 199
Science of salesmanship, 177
Sculpture, referred to, 214
Secretary of State, Root, referred to, 65
Secretiveness, faculty of, 70
Securing confidence and attention, 182
Securing sales book, 244
Seek to know customer's wants, 153, 154, 165
Selection, element of, in a sale, 190
"Selection of specific truth," applied in selling, 73, 189
Self-command, 184
Self-consciousness, 217
Self-control, discussed, 64
Self-esteem, sentiment of, appealed to, 209
Self-interest, suggestion to, 193
Self-mastery in business, 64
Seller and buyer, feelings of, 189
Selling, good and bad habits in, 54; value of intellect in, 59; tact in, 61, 62, 63; self-control in, 67; through suggestion, 165, 166, 167, 168, 169; to self, 348
Send address, wrong, 235
Sensibilities, appealing to, 199
Sentimental value, necessary to know, of article, 136; referred to, 196
Sentiment impressed through suggestion, 185
Sentiments and faculties amenable to suggestion, 204, 205
Series number, of sales check, 247
Service and conduct, 84
Service, compensation for, 28; best, due each customer, 104; bad, mentioned, 94; business founded on good, 13; particulars of good, 13
Services, in other sections, 111
Services of cash children and 'phones, 41
Shipping instructions, 349
Showing goods, properly, 167, 168; improperly, 166, 170, 171
Simplex sales checks, 248
Simultaneous attention to several customers, 103
Sincere politeness, discussed, 68
Sincerity or courtesy, want of, 172
Sir, as a form of greeting, 81
Slighting customers, 105
Slips, exchange, 309; credit side, 309
Sound, similar, of names, 237, 294, 295
"Special exchange," 309
Special prices, 350
"Specials," 349
Specialization, 51
Speech, exemplary, slighted, 65; trifling, 173; discussed, 183, 219
Spelling names, 235
Spirit of business, 14

Stamps, baggage master, 307; rubber, 350
Statement, correctness of, considered, 95
Statements, convincing, 199
Stock, its protection, 108; incomplete, 122, 170; knowledge of, as to location, 120; as to quantity, 122; as to quality, or kind, 123
Streets, similar in name, 294, 295
Study reason for failure to sell, 155
Style or design, elements of merchandise, 126; discussed, 133
Sub-conscious impressions, cited, 181
Subjective attention, 182
Subjective consciousness, 181
Sublime powers of mind, referred to, 185
Sub-order, charge, 314
Subsidized schools of commerce, 21
Subslips, for lost transfer goods, 232
Substitutes, showing other, but similar things, 165
Substituting, error of, customer's name for street name and vice versa, 298
Success and work, 216
Suggesting, various grades of goods, 151, 152; high grades, 151, 163, 164; similar things, substitutes, 165; goods in other lines, 168, 169
Suggestion, element of, 179; its use in selling, 184; the basis of education, 186; through the intellect, 185; through the emotions, 185; through the passions, 185; value and interest of, 193; to self-interest, 193; of details, 193; its effect, 148, 149, 220; by action, 211; by illustration, 211; by gesture, 211; versus automatic vending machines, 148
Suggestions, as reflected in customer's manner and words, 148; to purchase things, 165, 166, 167, 168, 169; to instructor, 11
Suggestive salesmanship, 143; law of, 147
Supplies, 350
Supply and demand, law of, 28
Sympathy, impression through, 181; to dispel doubt, 184
System, sales books and schedules, 242; methods, 284; need for knowing, 94, 225, 285, 286

T

Table of percentage of fault, complaints, 114
Tact, discussed, 60; applied, 147, 148, 164, 166; want of, considered, 173, 174
Taken with charge, 316
Term, psychology of salesmanship, 175
Tests of education, 16
Theory of salesmanship, 175

Thomson–Houston (General Electric) school, 20
Thought, harmony of, applied to salesmanship, 179; positive and negative, 179
Thumbing, 341
Tied together, send goods and checks to be, 348
Time, as an element in causing a sale, 194; faculty of, appealed to, 212
Timekeeper, reporting numbers to, 47
Titles, of books, music, to be written on charge checks, 338
Topics, alphabetic arrangement of, footnote, 286
Trade, attracted by creating an interest, 156; dull at counter, 157
Training and culture, 214, 219
Training, of the faculties, 53; schools, 18, 19, 20, 21, 22
Traits, of character, 16, 54, 71, 72, 73, 77, 78, 83; of expert salesmanship, 124, 157
Transfer checks, lost, 232
Transfers, 351; kinds, 351; purpose of, 351; suggesting use of, 352; economy of time in using, 353; economy of cost in using, 353; increase of sales in using, 354; provisional sales on, 354; terms, net and regular, on, 355; dispatching merchandise on, 355; purchases with order on, 356; holding goods on, 357; accommodations with, 357; delivery of merchandise at counter on, 357
Transfers of stock checks, 350
Transposition of figures and letters, errors in, 295, 296
Trifling or flippant speech, 173
Triplex sales checks, 248
Triplicate sales books, 243
Tune, faculty of, appealed to, 212

U

UNAUTHORIZED, charge check, 317; hold tickets, 335
Undercharges, C. O. D., 340; paid, 340; charge, 340
Undesirable positions, referred to, 52
Unity and completeness, 193
Universality of confidence, 181
Use and non-use of suggestion, illustrated, 149, 150, 151
Use, of coat rooms, 48; of elevators, 48; of entrances and exits, 48; of this book, 4, 129; of sales books, 243; judgment of, appealed to, 210; of merchandise, necessary to know, 128

V

VALUE and use of suggestive salesmanship, 145
Value, of the customer, 106; of displays, 156
Verbal order to charge, 315
Verification, necessary in wrong charge, 231; in taking name and address, 301